

Management RECORD

THE AMERICAN METAL CO. LTD.

JUL 22 1954

LIBRARY

JULY 1954 • Vol. XVI • No. 7

- Time Off with Pay
- Bargaining on Welfare Funds
- Evaluating Management Development
- Reporting and Call-in Pay



NATIONAL INDUSTRIAL CONFERENCE BOARD

CONTENTS

SPECIAL ARTICLES

Time Off with Pay.....	258
Bargaining with Unions on Union Welfare Funds.....	262
Evaluating a Management Development Program.....	264
Reporting and Call-in Pay Provisions in Electrical Union Contracts.....	266
Certifying Industrial Medical Units.....	268

REGULAR FEATURES

Briefs on Personnel Practices.....	265, 269
Trends in Labor Relations.....	270
Labor Press Highlights.....	272
Review of Labor Statistics.....	274
Significant Labor Statistics.....	279
Wage Adjustments Announced.....	280
Management Book Shelf.....	273, 278

- Management Record is prepared by

Division of Personnel Administration: S. Avery Raube, Director; Louis A. Allen, James J. Bambrick, Jr., F. Beatrice Brower, Harland Fox, George H. Haas, Stephen Habbe, Mary Jaros, Nicholas L. A. Martucci, George V. Moser, John O'Brien, Geneva Seybold, Harold Stieglitz, Doris M. Thompson, Hermine Zagat.

Statistical Division: Paul W. Dickson, Director; James C. Apicella, James F. Bird, Leonard R. Burgess, C. John DiCara, Bess Kaplan, Joan H. Lev, Grace Medvin, John Napier, Martha Pearson, Olive E. Vaughan, Judith Wishnia.

Editorial Staff: Aileen Kyte, Audrey Hubbard. Charts: Paulette le Corre Lydon; Anne Dermody, Lawrence M. Osborne, John E. Schmerling, Madeline Susswein, Margaret Whittaker.

Management Record

July, 1954

Copyright 1954 by
National Industrial Conference Board, Inc.
247 Park Avenue, New York 17, N. Y.

Vol. XVI, No. 7

• In the Record •

Time Off with Pay

One must always be careful in deriving trends from the raw data, as the box on the next page points out. But generally speaking, it would seem that paid time off has increased each year since World War II, according to the Board's surveys. A third week of vacation for the long-service employee has been the most noticeable development. More than three out of five companies surveyed now grant this third week, and a few even report a fourth week. Holidays, too, are on the increase. More companies are granting more paid holidays and more companies are guaranteeing holidays regardless of when they fall. And hourly workers have closed some of the gap between them and salaried workers—except when it comes to personal time off, where the salaried people do noticeably better.

You'll find the facts about "Time Off with Pay," starting on the next page.

• • •

Bargaining on Union Welfare Funds

The employer who washes his hands of anything to do with a welfare fund once it has been negotiated with the union may be making a big mistake—a mistake that often costs him money. Employer disinterest is one of the basic reasons why abuses have developed in some joint labor-management welfare funds.

"Bargaining with Unions on Union Welfare Funds," on page 262, points out how it is to the company's advantage to keep informed on various technical and actuarial aspects of the fund, as well as seeing that excessive commissions or so-called "service fees" are not being charged by the insurance company.

• • •

Evaluating a Management Development Program

Companies that advocate management training programs are often asked, "Can you tell whether you are developing management personnel faster and more fully by this device than you would if these men were left to their own initiative?"

In the story starting on page 264, one chemical company answers this question in the affirmative and explains the yardstick it has used to evaluate the results of its program. This company employs the conference technique, dividing

supervisors into small problem-solving groups which meet regularly to discuss plant problems. The article shows how it has measured the success of these meetings by means of attitude surveys, attendance checks and a before-and-after appraisal of such factors as interdepartmental cooperation.

• • •

Reporting and Call-in Pay

An analysis of 142 contracts of the three principal electrical unions shows that reporting pay provisions appear in 94% of them. In the absence of notification not to report, four out of five contracts guarantee four hours' straight time pay, even though there is no work to be done.

Call-in pay—which is granted to an employee when the company calls him in to work before or after his regular shift—is provided for in two out of three contracts. The story starting on page 266 is the fourth in a series analyzing various aspects of the electrical unions' contracts.

• • •

AFL-CIO Unions Sign No-Raiding Pact

On June 9, unions representing 10 million workers signed a no-raid agreement which may limit the jurisdictional strike. The agreement makes no change in current union jurisdictions. Signers of the pact, however, pledge not to raid each other's members.

Details of the agreement and a list of signatory unions are given in the departmental feature, "Trends in Labor Relations," beginning on page 270.

• • •

Steady Prices—Longer Workweek

The consumer price index has shown real resistance to any downward adjustment. Thus far in 1954 there has actually been a net increase, according to the Board's index—reflecting steadiness in wholesale prices so far this year. Employment rose by a half million from April to May, though much of this rise reflects seasonal influences. Unemployment declined, but the decline was less than usual for this time of year.

Most encouraging was the lengthening of the average workweek from mid-April to mid-May, a key indicator in determining the direction that business is going. The article beginning on page 274 develops these points in more detail.

Time Off with Pay

In nine out of ten companies surveyed, the hourly worker with five years' service averages two hours off with pay every week

GENERALLY SPEAKING, more employees will have more paid time off this year than last. That statement has been true almost every year during the last decade. For since World War II, paid time off—primarily in the form of vacations and holidays—has been on the increase. Today, the hourly worker with five years' service averages two hours off with pay per week in nine out of ten companies participating in a recent Conference Board survey.

VACATIONS

During the past few years, the most noticeable development in paid time off has been the granting of a third week of vacation. Last year, for the first time, a Conference Board survey of 218 companies showed a majority granting a three-week vacation to longer-service employees. This year among 426 companies, more than three out of five say they give a third week of vacation to their longer-service hourly employees.

Also, for the first time, an appreciable percentage report a fourth-week vacation for the longer-service workers. Specifically, among 426 companies reporting on vacation for hourly workers, 63.6% have a third week, and 8.2% a fourth week. For salaried employees in 444 companies, 60.5% grant a third week, 11% grant a fourth week (see Table 1).

In most of the reporting companies, the hourly or

salaried employee gets his third week of vacation after fifteen years of service. When a fourth week is granted, it is most often scheduled after twenty-five years, although some companies give it after twenty years (see Tables 2 and 3).

The second week of vacation for hourly workers is granted most often after five years of service. Only one company in the survey schedules a second week of vacation after *more than* five years of service. In contrast, salaried employees usually get the second week of vacation after only one year of service. However, a growing number of companies are approaching the same schedule for hourly workers: 165 companies grant them the second week after one, two or three years of service. All except one of the nonmanufacturing companies reporting gave hourly workers a second week of vacation after less than five years. A similar pattern was reported by a majority of participating companies from these industries: chemicals, petroleum, printing, foods and beverages, cement, paint, aircraft and office and store machines.

HOLIDAYS

Time off by virtue of paid holidays is also increasing, especially for hourly employees. Here the increase occurs in two ways: more companies are granting more paid holidays, and more companies are guaranteeing holidays regardless of when they fall. Six paid holidays

A Note on "Trends" and Samples

Because there is always interest in the changes in paid time off practices from one year to another, the Board charted the data from the different surveys. Chart 1 on the facing page shows the results. The natural inclination now is to derive a trend.

However, it must be noted that any similarity between the sample of companies in different surveys is quite accidental. The Board's selection of companies to query regarding various practices is entirely random. An effort is made, of course, to avoid bias in terms of size or industry. Returns are entirely voluntary. Therefore, it is quite possible that no one company participates in more than one survey. It is also quite probable that the composition of the sample will vary from one year to the next. Table 10, for example, shows a breakdown by size and industry of the 447 companies participating in this year's survey as well as

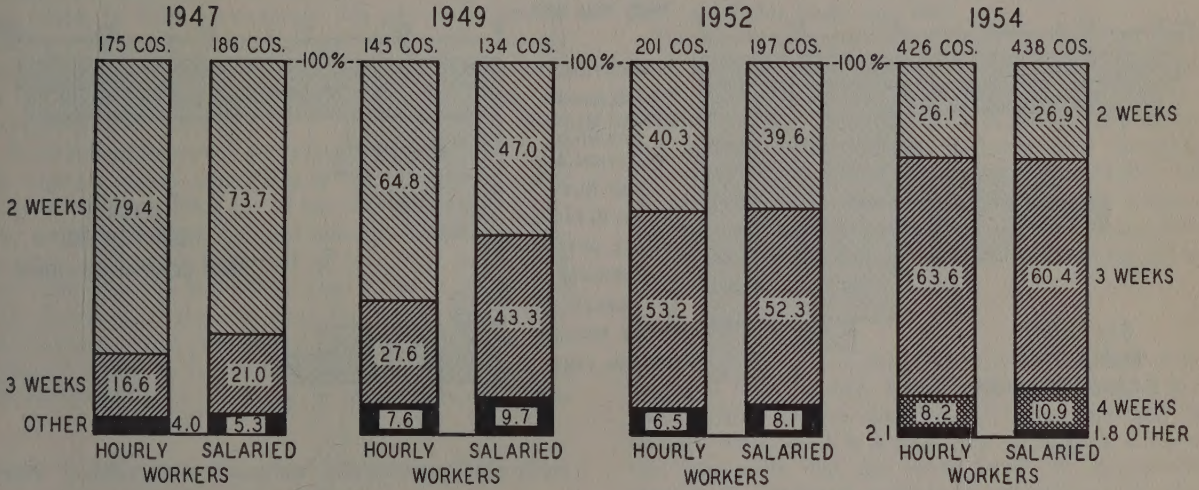
the 218 that reported in 1952. By size groups, there are certain differences between the two. By industry, there are even greater differences, especially in the relative number of nonmanufacturing companies and the relative number of metal and machinery companies.

Nonmanufacturing companies, historically, have reported time off with pay practices that were more generous than manufacturing industries. Thus, in terms of trend, some of the upward changes in vacations and holidays noted this year occurred *in spite of* a smaller proportion of nonmanufacturing companies.

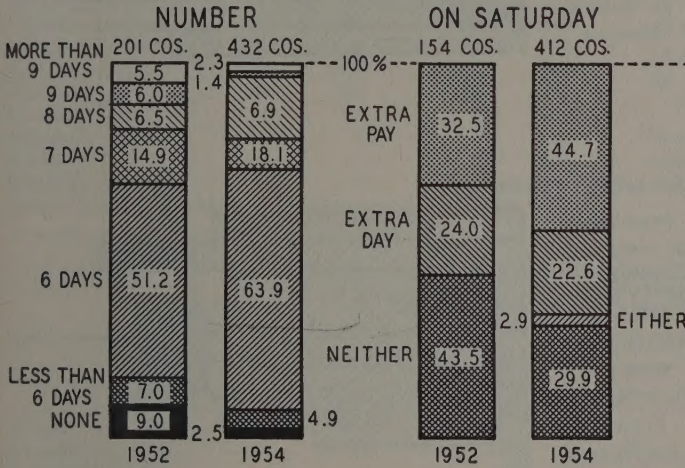
Changes in other practices may have occurred, on the other hand, *because of* the smaller proportion of nonmanufacturing companies. This is by way of saying that the varying composition of the sample must be weighed in deriving and evaluating changes or "trends" in time-off-with-pay practices.

Chart 1: Changes in Paid Time Off

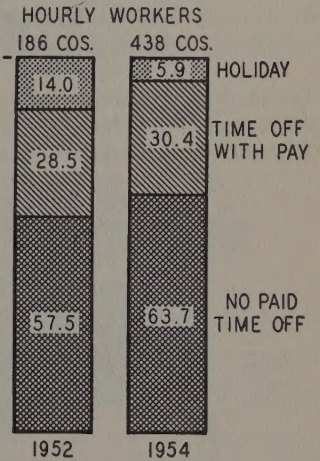
VACATIONS



HOLIDAYS



ELECTION DAY



PERSONAL ABSENCES

HOURLY WORKERS

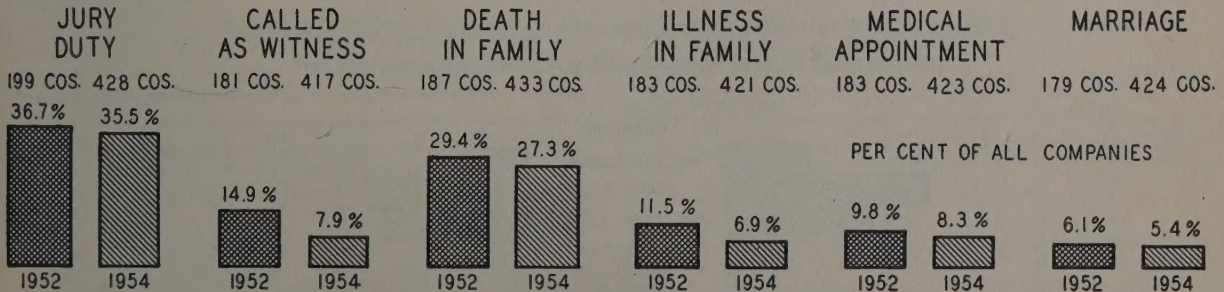
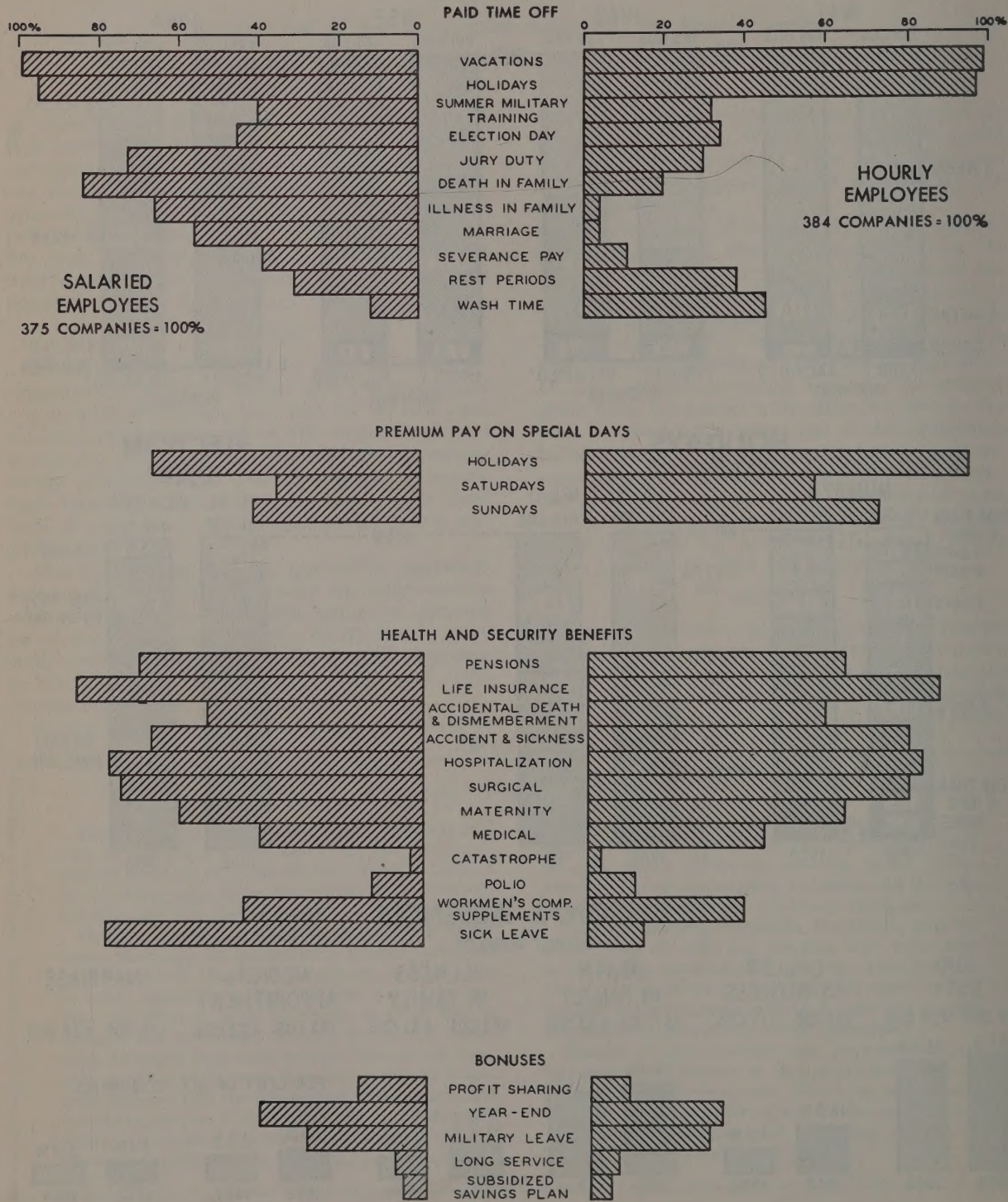


Chart 2: Pay Supplements—the Fringe Package
(397 manufacturing companies)



has long been the prevailing practice among companies participating in Conference Board surveys. But in the past few years, the proportion of companies reporting less than six paid holidays for hourly workers has fallen. In 1952, for example, 7% gave less than six holidays while 9% granted no paid holidays to hourly employees. This year's survey shows that only 7.4% of the reporting companies fall in either of these two categories (see Chart 1).

Salaried employees in reporting companies still have an edge on hourly employees in terms of the number of paid holidays. Four out of ten companies in the survey grant more than six paid holidays to salaried employees while only three out of ten grant more than six to their hourly employees (see Table 4). Offsetting this, however, is the fact that the hourly employees' holiday is usually guaranteed, while the salaried employees' is not. In two out of three companies, even if the holiday falls on Saturday, or some other day when

the hourly worker is not scheduled to work, he is paid for it or gets one extra day off. Salaried employees in about two out of three companies can't count on getting paid or an extra day if the holiday falls on Saturday (see Table 5 on page 285).

To unions, "guaranteed holidays," as they call them, have been of great importance during the past few years. In 1953, for example, Memorial Day and July 4 fell on Saturday. In anticipation of that, many unions and managements negotiated guaranteed Saturday holidays. In 1954, Christmas and New Year's Day fall on Saturday. This fact has accentuated the demand for guaranteed Saturday holidays. As shown in Chart 1, the relative number of companies granting Saturday holidays has grown.

Election Day

Low on the list of paid holidays observed by companies is election day. For hourly employees, it is a paid holiday in less than 6% of the companies; for salaried workers, it is a paid day off in only 8.5% of the companies. On the other hand, an appreciable number of companies grant hours off with pay on election day so that the employees may vote. Almost one out of three companies grant hours off with pay to hourly workers; two out of five follow this practice for salaried. For both hourly and salaried workers, two hours off is the most frequent allowance (see Table 6 on page 285).

For many companies, the requirements of the state laws on time off for voting determine the practice they follow. That is why some companies stipulate two

(Continued on page 285)

Table 1: Maximum Vacation Allowances Regardless of Length of Service

Maximum Allowance	Hourly Employees		Salaried Employees	
	No.	%	No.	%
Total companies	426	100.0	438	100.0
1 week	6	1.4	3	.7
2 weeks	111	26.1	118	26.9
3 weeks	271	63.6	265	60.5
4 weeks	35	8.2	48	11.0
5 weeks	2	.5	2	.5
6 weeks	—	—	1	.2
8 weeks	1	.2	1	.2

Table 2: Principal Vacation Allowances and Service Requirements for Hourly Workers in 426 Companies

Allowance	Total Companies	Service Requirements													
		6 Months	10 Months	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	10 Years	11-14 Years	15 Years	17-18 Years	20 Years	Over 25 Years
1 week	363	44	5	314	—	—	—	—	—	—	—	—	—	—	—
2 weeks	409	—	—	69	50	56	3	230	1	—	—	—	—	—	—
3 weeks	305	—	—	1	—	1	—	5	—	25	3	239	4	17	10
4 weeks	87	—	—	—	—	—	—	—	—	—	—	1	—	9	24
Total	426	44	5	384	50	57	3	235	1	25	3	240	4	26	34

Table 3: Principal Vacation Allowances and Service Requirements for Nonexempt Salaried Employees in 438 Companies

Allowance	Total Companies	Service Requirements													
		1 Month	2-4 Months	5 Months	6 Months	7-11 Months	1 Year	2-3 Years	5 Years	10 Years	12-14 Years	15 Years	17-18 Years	20 Years	Over 25 Years
1 week	321	8	18	21	188	7	79	—	—	—	—	—	—	—	—
2 weeks	431	2	2	—	20	26	290	59	32	—	—	—	—	—	—
3 weeks	311	—	—	—	—	—	2	1	16	23	4	239	4	16	6
4 weeks	47	—	—	—	—	—	1	1	—	1	—	—	—	12	26
Total	438	10	20	21	208	33	372	61	48	24	4	239	4	28	32

Bargaining with Unions on Union Welfare Funds¹

by William K. Ross

Chairman of the Board of Control, Allied Building Metals Industries

IN MY DISCUSSION today, I shall address myself to the kind of welfare fund that stems from multi-employer collective bargaining. This type of welfare fund is a growing medium for providing group insurance benefits in industries where there is transient employment, or industries where there are many smaller employers. This kind of multiemployer welfare fund is also quite common in industries where the employers belong to a trade association which represents them in collective bargaining with one or more unions, and where the association's committee bargains for the conditions which then prevail for all employer members and their employees.

There are three basic reasons for the abuses which have developed in some joint labor-management welfare funds. In essence these are:

1. The failure on the part of employers to take an active interest in the welfare fund, and the failure on the part of these employers to comprehend the long-range implications of their disinterest.
2. The failure on the part of the principals involved in establishing the fund to understand the technical and actuarial bases of the welfare fund and their failure to seek competent advice.
3. The practices which are being followed by some insurance companies, agents and brokers in the solicitation of welfare fund business.

My experience with welfare funds started in January, 1946. At that time we bargained with all the unions in the building industry for a master agreement, which included a 15% increase in wages and a 3% welfare fund, or six paid holidays. The latter amounted to about the same in dollars and cents as the 3% welfare fund. Since that time we have bargained with the unions on several occasions, and on January 1, 1954, wages were increased 15 cents per hour and a 3% pension fund tax was put into effect for most of the building trades.

Even before the Taft-Hartley law became effective, our funds always had equal representation on the part

of labor and management. It is true that there was, and is today, a tendency on the part of the unions to insist that the funds belong to them, and that they should be permitted to dominate all decisions covering administration, benefits to be paid, safe keeping and investment of surplus monies, and so forth.

The employers of our association take the position that the money belongs to the workers, not the unions. The employers bear the entire cost of the benefit program covering workers and their dependents, and they maintain the position that the opinion of the trustees for the union should carry no more weight than the opinion of the trustees for the employers.

However, I know of other funds where, despite equal voting strength, the union does dominate every phase of the welfare fund's existence. This kind of a setup is bad, in my opinion, as it could lead to the creation of soft jobs for a few who might take all and give nothing.

PROBLEM OF THE DISINTERESTED EMPLOYER

I have referred to the disinterest of the employers as the first of the major problems. Let us assume that in the course of collective bargaining a group of employers agrees to contribute 7.5 cents per hour to a welfare fund which is to provide group life insurance, accidental death and dismemberment insurance, disability and hospitalization insurance.

Once the amount of money has been agreed upon, I have heard some employers say: "What difference does it make what the welfare fund does with the money? Why should we care what kind of insurance benefits are purchased? Why should we be interested in competitive bidding between the insurance companies seeking to underwrite those benefits? Sure, let's have joint trustees because that is required by law, but let the union run the plan."

Some have the mistaken idea that if the union spends all the money, that will be the end of the fund. That is very shortsighted. Responsible labor leaders want the good business judgment and experience of employers in the planning and administration of a welfare fund. However, an irresponsible labor leader who does not care particularly about the possible bankruptcy of a welfare fund a year or two later, or

¹ A speech given at the Round Table meeting "How the Union Welfare Fund Operates," held at the 38th Annual Meeting of the National Industrial Conference Board.

the excessive commissions paid by some insurance company, will welcome the disinterest of the employer representatives.

If the employer contributions to the welfare fund are not spent wisely or if inadequate reserves are established, or if too much of the employer contributions are used for administrative expenses, the welfare fund will run short of money. In that eventuality it is unlikely that the union will accept a reduction in benefits. Consequently, the logical step would be for the union to demand increased employer contributions.

Employer disinterest in a joint labor-management welfare fund inevitably breeds higher and unnecessary costs. On the other hand, sound management of a welfare fund, with real employer interest, means better benefits for the employees and their families at lower cost.

LACK OF FAMILIARITY

The second major problem is the lack of familiarity of the employer and union trustees with the various technical and actuarial aspects of a welfare fund, and the failure of the trustees to obtain competent technical assistance. No one expects the trustees to go back to school and become arm-chair actuaries. Certainly, however, they should have some knowledge of the broad purposes of the welfare fund and the financial implications of some of the decisions that must be made by the trustees. For example:

- A study should be made as to the estimated income to the fund from employer contributions. The estimate should be a conservative one.

- A study should be made as to what the benefits will cost for that particular group of employees. This requires a survey of the ages, sex, marital status and other such information about the employees.

The only way to determine the cost of different kinds of insurance benefits for the group to be covered by the welfare program is to have an independent study made before the specific benefits are agreed upon by the trustees.

- There should be a reserve set aside. The purpose of this reserve is to maintain the solvency of the welfare fund during periods of layoff or temporary unemployment. The welfare fund that assumes full employment, with consequent employer contributions, is headed for real trouble the first time there is a drop in employment.

- A small portion of the estimated employer contributions should be allocated for the administrative expenses of the welfare fund, such as bookkeeping, the maintenance of an office and some clerical help.

With these facts before them, the trustees of the fund know how much money is available for the pur-

chase of insurance benefits, after deducting the necessary reserves and administrative expenses.

In the preparation of these studies, we find that the help of an impartial consultant is very beneficial. The trustees, with the assistance of a consultant, should seek competitive bids from insurance companies, and whatever insurance company is selected should be picked on the basis of low cost consistent with safety and service.

ROLE OF THE INSURANCE COMPANIES

A good share of the blame for the abuse of welfare funds is due to certain practices of some insurance agents, brokers and insurance companies. The majority of the insurance companies—certainly the larger ones—are responsible and have integrity. The same can probably be said of most insurance agents and brokers. Occasionally, however, some insurance company, insurance agent or broker collects fabulous commissions for doing nothing, or virtually that. Excessive commissions are not paid by the insurance company out of its own treasury. These commissions are charged against the cost of the particular welfare program in question.

Something should be done by the state superintendent of insurance to cut out these excessive commissions and so-called "service fees." Commissions should be modest and in keeping with the services rendered. Those who receive commissions should be expected to provide the trustees of a welfare fund with assistance in the various actuarial and policy questions confronting the welfare fund from year to year.

As a trustee of a number of joint labor-management funds, I have learned that these welfare funds can be a valuable instrumentality for vital insurance protection for the employees and their dependents. Honest labor leaders respect and welcome active participation by employer trustees. I have also found that welfare funds are honestly administered as a rule, rather than as an exception.

I have heard a few people express the opinion that the creation of welfare and pension funds is done on a voluntary basis and that it brings labor and management closer together. In this way each understands the other's problems and, because of this understanding, labor might be inclined to soften its demands for wage increases and additional benefits. Well, I am sorry to take the other viewpoint. I find that is not the case.

Based on my own experience in making agreements with our unions, I find that nothing is given or done on a voluntary basis. The unions make their demands for wage increases and fringe benefits, which include the welfare and pension funds, and the employer must accede to these demands or face a strike.

(Continued on page 288)

Evaluating a Management Development Program

"HOW DO YOU determine what your management development program is accomplishing?" That question has troubled both line managers and training directors ever since training was recognized as a distinct function.

Most early attempts at evaluating training depended largely on "testimonials." More recently, a number of companies have developed a scientific approach based on the "before" and "after" measurement of changes in the attitudes, skills and knowledge of the people being trained. However, many of these companies find that it is difficult to determine which of the changes can be credited to the management development program and which are due to other factors. The training director often finds himself in the position of the doctor who is trying to decide whether the patient got well because of the medicine he prescribed or whether he would have recovered anyhow.

Some success in determining what improvement is due to training has been achieved through adaptations of such standard personnel techniques as performance reviews and attitude surveys. Typical of these attempts at evaluation is that of the Everett (Mass.) plant of Monsanto Chemical Company.

MONSANTO'S DEVELOPMENT PROGRAM

The Monsanto plant began its present management development program in 1951 as a means of providing qualified supervision for anticipated plant expansion and to improve teamwork among all levels of the management group.

After it had surveyed its problem, the plant decided that the conference approach, stressing problem solving, should be the best route to understanding and cooperation. They felt this type of program, by enabling supervisors to meet regularly to discuss problems of current importance in the plant, would help strengthen lateral relationships, improve communications, and give members of all supervisory groups a feeling of being an important part of the management team.

A preliminary step in getting the program underway was to divide the supervisors from each department into small problem-solving conference groups of from ten to twelve men each. Since the plant considered training as much a line function as cost control, qual-

ity or any other management responsibility, leadership and conduct of the conferences was placed entirely in the hands of the line organization. Selected supervisors were trained in the techniques of conference leadership so they could head up the various conference groups. The supervisors themselves were polled to discover what were the important problems that the conference groups should consider.

EVALUATING THE PLAN

Even before the first meeting was held, the question came up, "How are we going to know whether this training does any good?" To get the answers, the plant made use of a three-sided measuring stick:

- Evaluation of performance on a before-and-after basis
- Attitude surveys of participants
- Attendance at meetings

The first step in using this approach was taken before the initial conference was held. Follow-up was then maintained to measure every step along the way.

Evaluation of Performance

To evaluate performance, in 1951 each plant superintendent rated his subordinates on seventeen performance factors. Appraisal on the basis of the same factors was continued at one-year intervals. Analysis of the results shows that there has been a pronounced improvement in interdepartmental cooperation. The reviews also indicate that foremen and supervisors have increased their knowledge of company policies and have learned to express themselves more effectively.

Attitude Surveys

The first attitude survey was administered in 1951, before the program began. This poll was designed to find out what supervisors thought about such items as communications and interdepartmental cooperation and to get their reactions to the training program. A follow-up to the first survey indicates that the conference program is very popular. Some 96% of the supervisors participating feel the training is helpful to them.

The attitude survey also reveals a definite reaction to the mechanics of the program. The great majority

prefer monthly meetings, held during working hours. Although the conferences were originally designed to help solve plant problems, most participants say they would also like to get some new information during the meetings. Given a choice of meeting with people from different levels and departments or only supervisors from the same level or department, a majority feel that mixing gives the best conference.

From the comments made by participants in the survey, it is clear that the program is helping foremen to develop a better understanding of their own problems. It gives them a chance to voice their opinions and to exchange ideas with supervisors from other departments. On the negative side, the survey brought out that conference room facilities could stand improvement and that some conference leaders weren't all they might be.

Attendance

As a final measure of effectiveness, close record was kept of attendance at the meetings, which had been

set up on a voluntary basis. Sustained interest is evidenced by the steady upward trend in attendance since the program began.

The evaluation showed the plant that the basic design of its management development program was sound. It also pointed to some areas in which corrective action could be taken. Improvements were made by providing better conference room facilities, adding a short informational session at the beginning of each meeting, giving conference leaders additional training and refining the methods used to select subject matter. Since these changes were made in conformance with the expressed opinion of the supervisors participating in the program, they have led to increased interest and enthusiasm. In appraising the net results to date, the Everett plant has concluded that accomplishments more than justify the cost of the program and it is going ahead with further extension of this activity.

LOUIS A. ALLEN

Division of Personnel Administration

A Plan for Executive Self-Development

Most people agree that self-development is one of the best forms of executive development. The question is: How do you get executives to analyze their own weaknesses and then correct them? McKesson & Robbins, Inc., has tackled the problem by issuing a novel four-part package, which is distributed to all executives. The main item is a brochure which describes the company's over-all executive development program. It ties together the four steps of organization planning, performance review, management inventory and developmental activities. Pictures and charts are used liberally to help the executive see where he fits in.

A pocket in the brochure contains three additional items, which form the self-development kit. First is a personal data sheet. Here the executive summarizes his background, experience and training. He gives the data sheet to his division manager to provide a complete personal history record as well as a picture of where he is now in his training program.

Next is a self-appraisal booklet, "How Am I Doing?" This contains a number of self-rating sheets devoted to the seven performance factors comprising the McKesson management performance review. Each rating sheet is applicable to different executive positions. If executive Thomas Jones is rating himself, this gives him an opportunity to search his soul and decide for himself how well he is doing in such key areas as making decisions, planning and organizing his work, developing assistants and other management performance factors.

Perhaps Thomas Jones is a credit manager. He feels

he is doing only a fair job in planning and organizing his work. What does that mean in his job? At this point he doesn't want generalities. He needs something he can get hold of. The self-appraisal booklet gives it to him by outlining some of the specific items that are necessary to good planning and organization on a credit manager's job. Credit manager Jones checks off either that he "needs help" or is "OK" on such questions as:

- "Have I knowledge of company credit policy regarding credit extension?"
- "Do I frequently call on customers?"
- "Have I efficient credit clearance operations?"

If he feels weak in any of these areas, his next question is "What can I do to overcome my deficiencies?"

The answer is available in the third booklet in the kit, "How Can I Improve?" Here he finds a list of books, manuals and articles he can read and adult education courses he can attend. All are classified according to the seven management performance factors. He discovers that a number of these publications are specifically slanted at helping him improve his planning and organizing ability.

This package supplements the regular McKesson executive development activities. By helping the individual analyze his own weaknesses and determine for himself what he can do to improve, the package is a valuable tool for self-development and this, in the company's opinion, is the foundation of any executive development program.

Reporting and Call-in Pay Provisions in Electrical Union Contracts

REPORTING PAY provisions appear in 94% of the 142 contracts of three principal electrical unions analyzed by THE CONFERENCE BOARD. These include the United Electrical Workers, ind. (fifty-nine contracts); the International Union of Electrical Workers, CIO (forty-seven contracts); and the International Brotherhood of Electrical Workers, AFL (thirty-six contracts).

Four out of five of these contracts guarantee workers four hours straight-time pay if they report for work at their regularly scheduled time in the absence of a notice not to report. This minimum is guaranteed to workers covered by fifty-three of the fifty-nine UE contracts, thirty-seven of the forty-seven IUE-CIO contracts, and twenty of the thirty-six IBEW-AFL contracts studied.

Call-in pay—which, unlike reporting pay, is granted to an employee when the company calls him back to work after he has completed his shift or before he has reported for work—is provided for in two out of three contracts for each of the above three unions.

COMPANY LIABILITY FOR REPORTING PAY

To escape liability for reporting pay, under many contracts the company must notify the employees by a certain time that no work will be available. Usually this time limit is the close of the preceding workday. The company is generally excused from the obligation of notifying employees that no work will be available on the following day if “an act of God” or some condition beyond the control of the company is responsible for failure to provide work. An example of such a clause from a UE-ind contract follows:

“Employees not required for work on any day regularly scheduled will be notified by closing time of the preceding regular workday.

“If the above notice is not given, employees actually reporting for work will be given a minimum of four hours’ work or four hours’ pay. In case of separation from the payroll for reasons of discipline, this rule will not apply. The company is not required to give this notice to people absent from work the day preceding that on which their services are not required.

“The provision of a minimum of four hours’ work or four hours’ pay will not apply where employees report and work is not available due to failure of electric power,

unavoidable lack of heat, failure of water supply, sewage or other conditions beyond the control of the company.”

Guarantee Varies

The reporting-pay guarantee varies in some contracts, dependent upon whether an employee merely reports at the plant and finds no work available, or whether he actually performs some work but does not complete his full day’s schedule. For example, one IBEW contract contains the following clause:

“Unless instructed not to report before leaving home, employees reporting for work who ring in and are not permitted to work shall receive two hours’ pay.

Table 1: Minimum Reporting Pay in 142 UE, IUE-CIO and IBEW-AFL Contracts

	Total	UE-ind	IUE-CIO	IBEW-AFL
Total number of contracts	142	59	47	36
Total contracts with provisions for reporting pay	134	58	45	31
2 hours	8	2	2	4
Straight time	6	2	2	2
Other	2	0	0	2 ^a
3 hours	5	2	2	1
Straight time	4	1	2	1
Applicable rate	1	1	0	0
4 hours	111	53	37	21 ^b
Straight time	110	53	37 ^c	20
Applicable rate	1	0	0	1
8 hours	3	0	3 ^d	0
Straight time	3	0	3	0
Other	7	1 ^e	1 ^e	5 ^f
No provision for guaranteed reporting pay	8	1	2	5

^a Provide for straight time or overtime, whichever applicable.

^b One contract provides that if lack of work is beyond company’s control, minimum is two hours.

^c One contract provides a minimum of four hours work or five hours if lunch intervenes.

^d One contract provides 8 hours straight-time minimum if employee reports at regular time exclusive of Saturday or Sunday. If he reports at regular time on Saturday or Sunday he gets 4 hours pay at premium rate.

^e Provide that if employee reports to work he will receive full pay for his scheduled hours (not less than four) on that day even if idle or sent home.

^f Two contracts provide 2 hours straight time for reporting, 4 hours minimum if employee starts work; one contract provides 2 hours straight time if employee reports between 7 A.M. and 3 P.M. and 4 hours if employee reports between 3 P.M. and 7 A.M.; one contract provides full pay for scheduled hours, not less than 4 hours; one provides a minimum of 2 hours pay for reporting, ½ day’s pay if work less than 4 hours, full day’s pay if work over 6½ hours.

"If an employee is put to work and without his request is released by the company before completing one-half day's work, he shall be paid one-half day's pay; if an employee is put to work and, after the completion of six and one-half hours of work is, without his request, released by

the company, he shall receive a full day's pay; provided, however, that employees may leave the premises or be released by the company due to inclement weather conditions or emergency conditions not reasonably controllable and be paid only for such time as worked."

CALL-IN PAY PROVISIONS

About two out of three contracts in each of the three unions provide guaranteed call-in pay. Most of these guarantee four hours' call-in pay (twenty-three UE contracts, twenty IUE contracts, and fourteen IBEW contracts).

The most frequent pay rate specified in UE contracts for minimum call-in pay is four hours at straight time (seventeen contracts). Under IUE-CIO contracts, workers receive varying rates for their four hour guarantee. Six IUE-CIO contracts provide for straight time pay, two provide time and a half, eight provide for "applicable rate," and three pay for work performed at overtime. The method of compensation for the four hour call-in pay also varies among the IBEW contracts. Four companies with IBEW contracts pay their workers straight time rates, five pay time and a half, three pay "applicable rate," and one pays for work performed at overtime.

Few of the contracts analyzed guarantee the worker more than four hours call-in pay. One IBEW contract guarantees five hours while another guarantees six hours. One IUE contract guarantees workers eight hours minimum call-in pay, and none of the UE contracts analyzed guarantees more than the four hour minimum.

Call-In Defined

Relatively few of the contracts providing minimum call-in pay specifically state the circumstances under which the employer must give call-in pay. An exception to this rule is one IBEW contract which defines the term call-in as follows:

"A 'call-in' is a call for an employee to return to the mill to do unscheduled, unforeseen, or emergency work after leaving the mill premises upon completion of his regular day's or tour's work, but before he is next scheduled for duty. For such 'call-ins,' the employee receives four hours' minimum at his straight-time rate or time and a half for the actual hours worked prior to his regular starting time, whichever is greater. In calculating the actual hours worked by a day worker on a 'call-in,' the time shall commence from the time the employee was called, provided he reports promptly after being called.

"However, when an employee voluntarily accepts work on a day off, it shall not be regarded as a 'call-in' if the company provides a minimum of six hours worked, unless time and one half is required under other provisions of this agreement." (A southern company and the IBEW-AFL.)

JAMES J. BAMBRICK, JR.

HERMINE ZAGAT

Division of Personnel Administration

Table 2: Minimum Call-in Pay in 142 UE, IUE-CIO and IBEW-AFL Contracts

	Total	UE-ind	IUE-CIO	IBEW-AFL
Total number of contracts	142	59	47	36
Total contracts with provisions for call-in pay	95	37	32	26
2 hours	22	8	8	6
Straight time	7	3	3	1 ^a
Time & a half	2	0	1	1
Double time	2	0	2	0
Applicable rate	4	2	1	1
Overtime rate	1	0	1	0
Pay for work performed at over-time	4	2	0	2
Other	2	1 ^b	0	1 ^c
3 hours	10	5	3	2
Straight time	5	2	2	1
Applicable rate	1	1	0	0
Pay for work performed at overtime	1	0	1	0
Other	3	2 ^d	0	1 ^e
4 hours	57	23	20	14
Straight time	27	17	6	4
Time & a half	7	0	2	5
Applicable rate	14	3	8	3
Overtime rate	1	1	0	0
Pay for work performed at overtime	6	2	3	1
Other	2	0	1 ^f	1 ^g
5 hours	1	0	0	1
Time & a half	1	0	0	1
6 hours	1	0	0	1 ^h
8 hours	1	0	1	0
Overtime	1	0	1 ^h	0
Other	3	1 ⁱ	0	2 ^j
No provision for call-in pay	47	22	15	10

^a Straight time except on holiday, Saturday or Sunday when it will be 2 hours at applicable overtime rate plus travel allowance.

^b Double time if called in for period which does not run into regular shift. Time and a half for hours prior to regular shift and is allowed to work through regular shift.

^c Double time for first two hours; time and a half for additional time.

^d One contract provides straight time plus applicable overtime for actual time worked; one contract provides that if employee is sent home and called back he gets 3 hours at regular rate or time and a half actual hours worked, whichever greater. If he is called in after 8 hours work, he receives at least 3 hours at time and a half.

^e One hour pay plus pay for time worked.

^f Method of pay not indicated.

^g Two hours pay plus pay for work performed with special provision for workers notified before leaving to return to work after hours with four hours straight time minimum.

^h Worker gets overtime rate if he has worked regular shift, gone home and called back.

ⁱ No minimum time guarantee specified but worker is paid double time for time worked.

^j One contract provides for 2 hours straight time if worker is called in between 7 A.M. and 3 P.M. and four hours straight time if called between 3 P.M. and 7 A.M.; one contract does not specify minimum time but pays for work performed at overtime rate.

Certifying Industrial Medical Units

A professional group has set standards for company medical programs, and furnishes guidance to help companies meet the requirements

WHEN EVALUATING the duties and services of their medical units, some companies are confronted with the problem of standards. What should a company use as a basis for judging its medical unit's program? Is the department in step with advancements in the field? What would be the opinion of a professional medical group asked to judge the company's medical services?

Although many companies may be unaware of the service, there is just such a professional group, set up for the purpose of evaluating industrial medical units. The Occupational Health Institute, an adjunct of the Industrial Medical Association, is the official body of all doctors who practice medicine as it applies to the needs of industry.¹ The institute, formerly known as the American Foundation of Occupational Health, is a tax-exempt educational trust, founded in 1945. It has recently been reorganized and expanded to serve the needs of medicine in industry more adequately. Of the ten trustees who govern the institute, half are professional persons and half represent the public at large, principally industrial and business establishments.

The institute furnishes professional guidance to companies on the know-how required to keep abreast of medicine as applied to the needs of industry, and it has set standards to certify and evaluate industrial medical units. Although such certification has been carried on for years, it is only since 1951 that the Occupational Health Institute has sponsored the work, which was formerly an activity of the American College of Surgeons.

Companies that meet the standards set up by this group are awarded a certificate of achievement. The purposes of this certification program, as outlined by trustees of the Occupational Health Institute, are:

- To give companies an opportunity to learn whether or not their medical units are comparable to others performing the same services;
- To enable industrial and business concerns to get an unbiased opinion from a professional group as to the status of their individual medical units;
- To provide a yardstick by which companies may

keep up with the rapid advancements of this specialized branch of medical services;

- To provide a nonpartisan voucher that indicates management's interest in a health program and gives tangible proof to employees of this interest.

STANDARDS FOR MEDICAL UNITS

The requirements for certification are adapted to fit companies that range from as few as fifty employees to as many as 25,000.

To be certified by the Occupational Health Institute, companies employing from 100 to 25,000 persons must observe the following standards: (1) have a stated medical policy; (2) perform preplacement medical examinations; (3) perform periodic physical examinations on all employees exposed to industrial hazards; (4) make available to all employees facilities for voluntary periodic physical examinations; (5) maintain a competent consulting staff;¹ (6) give attention to sanitation, safety precautions, and industrial hygiene; (7) have the chief medical officer or adviser report to some responsible member of management "who is conscious of and familiar with managerial interpretation of medical policy"; (8) maintain a well-equipped dispensary for emergency care as well as for preplacement and periodic examinations; (9) have medical and nursing personnel who are graduates of accepted schools, are in good standing and properly licensed for practice.

Other Standards Relate to Company Size

Additional standards are defined according to company size. Establishments that have 2,500 to 25,000 employees, for example, must meet the following requirements: (1) there must be one full-time doctor or equivalent for each 2,500 employees; (2) facilities for physical examinations must be located on company premises; (3) records must be maintained and kept confidential; (4) job descriptions of all key medical personnel must be kept on record.

For companies with 100 to 2,500 employees, the institute requires that the professional staff be "sufficient to carry out the stated policy." For companies in this size range, facilities for physical examinations

¹ These doctors include those who devote full time to industrial practice and those who serve industry on a part-time basis only.

¹ Noncompany doctors who are eminent in special fields may be called in for guidance and consultation.

may be located on the company premises or in offices of the consultants or part-time physicians who are associated with the company. For records, the requirement is: "A system of adequate and confidential records is maintained."

For Companies with Fifty to 100 Employees

Qualifications for certification of a unit serving between fifty and 100 employees are:

"1. Preplacement examinations are performed by a private practicing physician located in the vicinity of the operating unit.

"2. Voluntary periodic inventories are made available to each employee. These examinations are performed by a graduate medical doctor, capable and interested in the performance of such examination from the standpoint of health maintenance.

"3. Periodic health inventories are performed by professional people capable of doing so on all employees who are exposed in any way to occupational hazards.

"4. First-aid measures may be instituted quickly and effectively in the event of a catastrophe.

"5. All medical facts are confidential between the examining physician and the employee in question.

"6. Suitable consultants are available in the event of need."

WHO IS CERTIFIED?

Since the Industrial Medical Association, through its tax-exempt trust, has taken over the certification of industrial medical units, 218 companies have received the achievement certificates. Many more are pending evaluation. Earlier certification obtained from the American College of Surgeons does not automatically qualify a company for the new achievement certificate because standards have been changed since the industrial medical group took over.

Companies often ask whether there is a cost connected with the evaluation service. Another question is whether a company with more than one medical unit must have separate evaluations for each unit. Trustees of the unit say that the certification service is free and that each industrial medical unit must be evaluated individually.

DORIS M. THOMPSON

Division of Personnel Administration

Making Housekeeping Competitions Fair

"It's not our fault! No fair!"

A barrage of protest greets the housekeeping inspectors who are grading department A workers on their week's performance in housekeeping. Department A workers claim they are not responsible for the puddles of fresh oil along the passageway in their department. The oil, they claim, was left by department B workers who just passed through lugging a big container of it.

The housekeeping inspection team members are in a quandry. After all, the oil spots are in department A. And the stair well leading to the department is in bad shape. The accumulation of dust and bits of waste paper in the corners shows that the well hasn't had a good cleaning all week.

Whose fault? Who should be fined? Is department A right in claiming it is not responsible?

Situations such as this are not encountered in the housekeeping competition at Esterbrook Pen Company in Camden, New Jersey. Rules have been set up that not only determine regulations for the contestants but which also extend a caution to the inspection committee: "The exercise of common sense and fair play is necessary for a housekeeping inspector." In explanation, the rules state:

"The housekeeping committee should ask the departmental foreman or forelady or, in the absence of super-

visors, the shop steward, to accompany them during a department's inspection. Feel free to ask these persons any questions about conditions in their departments over which they might not have control. Such things as obvious safety hazards or dirty floors might have a reasonable explanation and, therefore, should not be held against the department."

In addition, the rules include the following:

"If something in a department is clearly the fault of another department being scored, make sure that the offending department is penalized.

"Departments with regularly assigned janitor service must, of necessity, receive closer scrutiny than others for obvious reasons.

"Stair wells should be considered as part of janitor service and not chargeable to any one department."

The rules were originally drawn up by an employees' committee and have been improved and revised under guidance of the company's labor-management committee, which supervises the housekeeping competition.

Three persons comprise the housekeeping committee and serve for a period of three months. One member is a union representative appointed by the union president; one is an office representative appointed by the personnel manager, and the third is a member of the plant supervisory force, appointed by the plant manager. Each department is inspected monthly.

AFL-CIO UNIONS SIGN NO-RAIDING PACT

SIXTY-FIVE AFL and twenty-nine CIO unions on June 9 signed a no-raiding pact. This pledges that signatory unions will not take or accept jurisdiction over each others' members. The unions signing the pact have a total claimed membership of approximately 10 million.

The unions signing the pact agree to submit all jurisdictional conflicts with other signers to an impartial arbitrator appointed by George Meany, president of the AFL, and Walter Reuther, president of the CIO. According to the text of the agreement, "the impartial umpire shall have jurisdiction only to determine whether the acts complained of constitute a violation of this agreement." The arbitrator does not have the power to discipline the offending union. David L. Cole, who has served with the Federal Mediation and Conciliation Service and other government agencies, was selected as the impartial umpire.

Forty-five AFL unions did not sign the agreement. Among them are the largest and the second largest unions in the AFL—the Teamsters and the Carpenters. Four CIO unions did not sign. The CIO non-signers are the Steelworkers (which is the second largest CIO union), the Lithographers, the Newspaper Guild and the Marine and Shipbuilding Workers.

The new agreement does not affect the present jurisdiction of the unions. Each union is to retain jurisdiction over the workers it now represents. No change is to be required in the declaration of jurisdiction in any union constitution or in any grant of jurisdiction given to a union by the CIO or the AFL. The pact makes no restrictions on new organizing efforts. Nonunion workers may still become involved in jurisdictional conflict by unions who have signed the pact, since the agreement stabilizes *current* jurisdictions but makes no restrictions on organizational efforts to acquire nonunion members.

The no-raid agreement will not affect about seventy-four unaffiliated unions, representing approximately 2.5 million members. Most of these unaffiliated unions are small organizations. Some of them, however, are among the strongest unions in the United States: for example, John L. Lewis' United Mine Workers with its catch-all District 50, the Railroad Brotherhoods and Harry Bridges' Longshoremen's union.

The no-raid pact will expire on December 31, 1955. George Meany, president of the AFL, declared that

the pact represents a "cease fire, during which the AFL-CIO unity committee will have an opportunity to bring about a merger of the two labor organizations."

The unions that signed the pact are:

AFL AFFILIATES

National Agricultural Workers Union
Air Line Dispatchers Association
Aluminum Workers International Union
International Association of Heat and Frost Insulators and Asbestos Workers
Journymen Barbers, Hairdressers, Cosmetologists and Proprietors' International Union of America
International Alliance of Bill Posters, Billers and Distributors of America
Boot and Shoe Workers Union
Bricklayers, Masons and Plasterers International Union of America
International Broom and Whisk Makers' Union
Building Service Employees' International Union
United Cement, Lime and Gypsum Workers International Union
International Chemical Workers Union
Cigar Makers' International Union of America
International Association of Cleaning and Dye House Workers
Brotherhood of Railway Clerks
Retail Clerks International Association
Coopers' International Union of North America
Diamond Workers' Protective Union of America
Distillery, Rectifying and Wine Workers' International Union of America
International Union of Doll and Toy Workers of the United States and Canada
International Brotherhood of Electrical Workers
International Union of Elevator Constructors
International Metal Engravers and Marking Device Workers Union
International Photo-Engravers' Union of North America
International Association of Fire Fighters
Flight Engineers' International Association
International Ladies' Garment Workers' Union
Glass Bottle Blowers Association of the United States and Canada
American Flint Glass Workers' Union
The Granite Cutters' International Association of America
United Hatters, Cap and Millinery Workers International Union
International Union of Journeymen Horseshoers of the United States and Canada
Insurance Agents International Union

International Jewelry Workers' Union
 International Union of Wood, Wire and Metal Lathers
 National Association of Letter Carriers
 International Longshoremen's Association
 International Association of Machinists
 Brotherhood of Maintenance of Way Employees
 International Association of Marble, Slate and Stone Polishers, Rubbers and Sawyers, Tile and Marble Setters Helpers and Terrazzo Helpers
 Amalgamated Meat Cutters and Butcher Workmen of North America
 International Molders and Foundry Workers Union of North America
 American Federation of Musicians
 International Brotherhood of Paper Makers
 Operative Plasterers' and Cement Masons' International Association of the United States and Canada
 United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada
 Metal Polishers, Buffers, Platers and Helpers International Union
 Brotherhood of Sleeping Car Porters
 National Association of Post Office and Railway Mail Handlers
 National Association of Postal Supervisors
 National Postal Transport Association
 International Plate Printers, Die Stampers and Engravers' Union of North America
 Amalgamated Association of Street, Electric Railway and Motor Coach Employees of America
 Railway Patrolmen's International Union
 United Slate, Tile and Composition Roofers, Damp and Waterproof Workers Association
 Brotherhood of Railroad Signalmen of America
 American Federation of State, County and Municipal Employees
 International Stereotypers' and Electrotypers' Union of North America
 Stove Mounters International Union of North America
 Switchmen's Union of North America
 American Federation of Teachers
 Commercial Telegraphers' Union
 United Textile Workers of America
 Tobacco Workers International Union
 American Wire Weavers Protective Association

CIO AFFILIATES

United Automobile, Aircraft and Agricultural Implement Workers of America
 Barbers and Beauty Culturists Union of America
 International Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers of America
 National Association of Broadcast Engineers and Technicians
 Amalgamated Clothing Workers of America
 Communications Workers of America
 United Department Store Workers of America
 International Union of Electrical, Radio and Machine Workers
 United Furniture Workers of America
 United Gas, Coke and Chemical Workers of America

Federation of Glass, Ceramic and Silica Sand Workers of America
 Government and Civic Employees Organizing Committee
 Insurance Workers of America
 National Marine Engineers' Beneficial Association
 National Maritime Union of America
 Oil Workers International Union
 United Packinghouse Workers of America
 United Paperworkers of America
 American Radio Association
 United Railroad Workers of America
 Retail, Wholesale and Department Store Union
 United Rubber, Cork, Linoleum and Plastic Workers of America
 United Shoe Workers of America
 United Stone and Allied Products Workers of America
 Textile Workers Union of America
 United Transport Service Employees of America
 Transport Workers Union of America
 Utility Workers Union of America
 International Woodworkers of America

CIO Retail Union Takes in Two Affiliates

The merger of the left-wing Distributive, Processing and Office Workers Union (DPO) with the CIO's right-wing Retail, Wholesale and Department Store Union has at long last come about. But the merger was not consummated until a new and unexpected element was added—inclusion of the right-wing CIO Playthings, Jewelry and Novelty Workers in the merger deal. This added fillip, experienced labor observers declared, was what made the final merger acceptable to both the CIO Retail Union and the CIO national office. It assures control by right-wing elements of the initial development of the new union with a claimed membership of 140,000 workers. Further evidence of the CIO's desire for right-wing control is that the new union will carry the name of the Retail, Wholesale and Department Store Union, CIO—exactly the same as the old CIO Retail Union. In a technical sense, therefore, the right-wing CIO Retail Union could be said to have absorbed the other two unions.

The dominant position of the old CIO Retail Union is also indicated by the number of top offices it was able to secure in the new union. Its president, Max Greenberg, was elected president of the new union; its executive-secretary, Martin C. Kyne, was elected secretary-treasurer; and its secretary-treasurer, Alvin S. Heaps, was elected an executive vice-president. Mr. Heaps was also appointed to the important post of director of organization.

Other officers of the new union are: Alex Bail (formerly president of the Playthings, Jewelry and Novelty Workers), executive vice-president of the new union; Arthur Osman (formerly president of DPO), executive vice-president of the new union; Jack Paley

(formerly secretary of DPO), executive secretary of the new organization. This slate of six top executive officers was presented to the merger convention delegates and was elected to office without a single dissenting vote.

Background of the Three Unions

The three unions making up the new organization have somewhat dissimilar backgrounds.

(Continued on page 284)

Labor Press Highlights

AUTO, STEEL UNIONS' ASSETS CLIMB

FINANCIALLY SPEAKING, the CIO's two largest unions, the Automobile Workers and the Steelworkers are better off than ever before, according to reports issued in both their papers. Net worth of the UAW rose \$5,781,018.23 during 1953 and stood at \$20,011,745.45 at the close of the fiscal year. The Steelworkers' net worth increased by \$1,919,645.94 in the six-month period ending December 31, 1953. Total net worth amounted to \$15,758,439.91.

Both the unions report memberships of over a million. The UAW, claiming to be, "the largest trade union in the world," sets its average dues-paying membership for 1953 at 1,418,117 compared to 1,197,730 for 1952. The actual membership, explains the *United Automobile Worker*, is closer to 1.5 million, because dues-paying membership does not include 32,400 retired members, several thousand members in the armed forces, and striking members not required to pay dues because they work less than forty hours in a month. During 1953, the UAW reports it received initiation fees from 472,787 members, "which indicates a sizeable turnover among membership in many locals."

Steel Labor sets the Steel union's membership at approximately 1,180,000 in 2,600 locals. This figure, according to *Steel Labor*, includes some members who do not have to pay dues.

UAW-CIO Finances

Total assets of the UAW, as of December, 1953, were \$20,385,654.29. Of this amount, \$15.9 million were "liquid assets," almost all of which were invested in US bonds and certificates. The liquid assets, according to the UAW, "appear to be a large sum. However, it amounts to only \$11.22 per dues-paying member." The UAW assets are distributed among six different funds: the general fund, the strike fund, citizenship fund, fair practices and antidiscrimination fund, education fund, and recreation fund. More than half the union's liquid assets—\$8.5 million—are allocated to the strike fund, while about \$6.5 million is in the gen-

eral fund. The other funds have less than \$200,000 each.

During 1953, the UAW total income amounted to \$22,420,535.86. Per capita taxes accounted for \$21¼ million; initiation fees added \$472,787 and income from investments added about \$200,000.

Steelworker Finances

Total assets of the United Steelworkers of America, CIO, as of December 31, 1953, amounted to \$16,285,337.34. Of this amount, *Steel Labor* shows \$9,440,030.14 in investment securities and about \$5 million in cash. Liabilities of the union amounted to \$526,897.43 at the close of 1953. Income for the Steelworkers is shown for the six-month period ending December 31, 1953. During that time, the Steelworkers' union received \$9,902,966.50 in per capita taxes; \$295,670.40 in initiation fees and \$104,041.70 from investments. Miscellaneous income brought total receipts to \$10,446,280.93 for the six-month period.

AFL Hatters Recount Strike Costs

The forty-five week strike in Norwalk of the AFL Hatters Union cost \$2 million according to *The Hat Worker*. Much of this amount came from loans or contributions from locals of the Hatters Union and other AFL and CIO unions. According to *The Hat Worker*, the Hatters' membership and local unions raised \$1,250,000 for strike benefits. The AFL's Ladies' Garment Workers' Union loaned \$275,000 and later changed \$75,000 of this to an outright gift. The CIO Auto Workers, Steelworkers, and Clothing Workers unions each sent \$50,000 to the Hatters. The AFL Machinists helped with \$40,000; the AFL Hotel and Restaurant Workers sent \$25,000; and the AFL Electrical Workers, sent \$10,000. The Hatters Union also extended thanks to 552 different AFL and CIO shop committees throughout the country who contributed more than \$40,000 directly to the strike kitchen in Norwalk.

Teamsters in East Coast Organizing Drive

The AFL Teamsters have earmarked \$300,000 for an organizing drive in the East Coast states from Maine to

South Carolina, reports *The St. Louis Labor Tribune* (AFL, St. Louis). The Eastern Conference of Teamsters headed by Thomas E. Flynn is conducting this organizing campaign. New York City warehouse workers, garage and service station attendants, and taxicab drivers are slated for special attention from the Teamsters. Heading the effort to organize the taxicab drivers is George Baldanzi, organizational director of the AFL Textile Workers who was formerly with the CIO Textile Workers. The Teamsters' attempt to organize the taxi drivers follows an unsuccessful attempt five years ago by John L. Lewis' District 50 and a still earlier drive by the CIO Transport Workers in which, according to *The New Jersey Labor Herald*, \$500,000 was spent.

Along with this extended organizing activity, the Teamsters' union continues to sign mutual aid and no-raid pacts. Most recently a pact was signed with the Upholsterers' International Union, AFL, which according to the *UIU Journal* merely formalizes a mutual aid procedure that has long been in effect between the two unions.

Oil Workers Seek 5% Wage Increase With No Strike

General wage increases of 5% will be sought by the Oil Workers International Union, CIO, in coming negotiations, reports the *International Oil Worker*. The increases sought by any local may be in cents per hour across the board or any other form, so long as the total increase averages 5% per employee. The local unions were also advised to proceed in negotiations without a "loaded gun." As explained by the Oil Workers' policy committee, "On many occasions our employers have told us that they resent having to bargain with a loaded gun on the table. . . . Therefore, on this occasion we propose to unload the gun and enter negotiations with an advance commitment not to strike for this increase. . . . The policy committee hereby requests that the various bargaining units refrain from taking strike votes or in any other way using strikes or economic threats in connection with this wage program."

Upholsterers Set Up Appeals Board

As a check against arbitrary action in disciplining its members, the Upholsterers' International Union, AFL, has created an appeals board of independent citizens, reports the *UIU Journal*. Archibald Cox, Professor of Law at Harvard University and former chairman of the Wage Stabilization Board, has been appointed chairman of the nine-man appeals board. Under his direction, three-man panels will be empowered to hear cases from any UIU member who feels that the union's executive board has been unfair in its disciplinary orders. Findings of the appeals board are binding except in cases of expulsion. If the appeals board upholds an expulsion of a union member, the member may still apply to the union's convention for corrective action. Expenses and remuneration of members of the appeals board will be paid for by the Upholsterers' Union.

Call for Mergers of CIO Transport Unions

A single CIO union representing all transportation workers in existing CIO unions was recommended at the recent con-

ference of the CIO United Railroad Workers of America, reports *The CIO News*. Merger discussions have already been held with the CIO Transport Workers Union headed by Mike Quill and with other unions in the CIO. The URWA is now headed by Richard T. Leonard who was formerly a UAW vice-president. He succeeds John Green, who resigned as chairman of the union at its recent conference.

HAROLD STIEGLITZ

Division of Personnel Administration

Management Book Shelf

Economics and Techniques of Time and Motion Study—Prepared as a school text or reference, this volume discusses the fundamentals of motion study, methods, flow charts and time study. It explains six phases of motion study master plan and directs attention to cost comparison.

The author is the director of the motion and time study laboratory and professor of management, at the University of Miami. *By J. P. Lesperance, William C. Brown Company, Dubuque, Iowa, 1953, 258 pp. \$4.25.*

How to Increase Executive Effectiveness—This is a compilation of speeches and panel discussions presented at the twenty-third national business conference, sponsored by the Harvard Business School Association, June 18, 1953. The volume is organized in two parts. Part I deals with company policies which are a necessary prerequisite to true executive effectiveness, such as the practical steps management can take to insure the proper climate for developing better executives, and to provide freedom so the executive can learn through individual experience.

Part II of the book summarizes the contributions of six panels, which presented the experience and thinking of some twenty-four business and industry leaders. The subject matter of this section covers factors of importance in the development of general managers, sales executives, manufacturing executives, controllers and financial executives.

The volume contains a useful bibliography which will be of primary interest to top management levels concerned with administration and development. *Edited by Edward C. Bursk, Harvard University Press, Cambridge, Massachusetts, 1954, 163 pp. \$2.75.*

Built-in Safety—A recent pamphlet summarizing the value and importance to industry of having safety built into its machines. The pamphlet urges managers to demand that manufacturers of machines design safety right into the blueprints. A limited free supply of this pamphlet is available. *The Bureau of Labor Standards, Department of Labor, Washington 25, D. C.*

Communication in Management—This new book presents the pros and cons of the various methods used today in industrial communication. It also discusses the theory and guiding principles involved. Designed for members of management who are looking for information and help on the techniques and principles of communication. *By Charles E. Redfield, University of Chicago Press, Chicago, Illinois, 1953, 290 pp. \$3.75.*

Review of Labor Statistics

CONSUMER PRICES remained relatively stable from March to April, 1954, according to THE CONFERENCE BOARD's consumer price index for thirty-nine United States cities. Fractional advances in food, housing, and sundries slightly outweighed declines in other segments of the index so that the all-items index inched up 0.2% to another all-time high at 184.5 (January, 1939 = 100). The index is now 2.8% above the figure for a year ago.

Most of the increase in the all-items index can be attributed to higher food prices. The food index, which had dipped slightly in February and March, increased 0.3% by mid-April to 230.5. The index stood 1.4% over April of last year.

Residential rents, as measured by the housing index, showed an insignificant increase of 0.1%. This index now stands at 137.5. Since April of last year, rents have increased steadily for a total gain over the year of 6.7%, but in spite of the new all-time high reached by this index, there are indications of a certain leveling off, as rent decreases reported in some cities almost offset advances elsewhere.

The largest decrease (0.4%) occurred in the house-furnishings component which now stands at 161.7. Most of the 1.7% decline from the level of a year ago has occurred since the beginning of this year.

The indexes for gas and electricity increased over the month (0.4% and 0.6% respectively) in response to rate increases in some cities. The index for gas was 108.1 and that for electricity was 94.1. But in spite of these increases, the total fuel index decreased 0.2% as a result of seasonal declines in other fuels. The fuel index at 141.8 is now 0.8% above the level of a year ago.

Clothing prices were also down slightly as a result of the 0.5% decrease in women's apparel. The 0.2% decline in the clothing aggregate left the index at 150.3. The figure for men's clothing was unchanged at 167.5.

The purchasing value of the consumer dollar reached a new low of 54.2 cents (January, 1939, dollar = 100 cents) as it declined 0.2% from what it was last month. The decline in the consumer's dollar since last April was 2.7%. The fuel dollar is worth more than any of the other component "dollars," with the exception of the housing dollar. It is interesting to note that within the fuel group, the purchasing value of the

dollar when spent for gas was 92.5 cents, and for electricity it was 106.3 cents.

EMPLOYMENT

The unemployment total continued to decline between April and May, although the drop was smaller than usual for this time of year. The total number of jobless workers was estimated at 3.3 million in early May compared with approximately 3.5 million in April. In May, around 5% of all civilian workers were unemployed. This is about the same as the previous postwar peaks for the month in 1949 and 1950.

Between April and May the total number of employed persons rose by one-half million—from 60.6 million to 61.1 million, according to the latest Bureau of Labor Statistics reports. This increase reflects not only reduced unemployment but also an increase in the labor force. Between April and May, some jobless workers found employment in seasonal activities such as farming and construction. Employment was almost 1.4 million above the winter low of 59.8 million in January. Employment estimates include the self-employed and unpaid workers who worked fifteen hours or more in family-operated enterprises, as well as wage and salary employees in agriculture and nonagricultural industries.

Employment in nonagricultural establishments was estimated at 54.3 million in May, a slight drop from the level of 54.5 million in April. While some previously unemployed men found nonfarm jobs over the month, other workers transferred from nonfarm to farm work and a number of women left the labor force after Easter.

Agricultural employment rose from 6.1 million to 6.8 million over the month, as many housewives and students joined the labor force. The increase in agricultural employment was in line with seasonal expectations and followed two months in which the pickup was somewhat smaller than usual.

The total civilian labor force, which includes both the employed and unemployed, was 64.4 million in May, 362,000 above April.

NONAGRICULTURAL EMPLOYMENT

The number of wage earners in nonagricultural establishments totaled 47.9 million in May, 124,000 less than April, and 1.6 million below a year ago. Nearly all the loss since 1953 was registered in manufacturing

industries; nonmanufacturing employment, as a whole, was only down about 120,000 over the year. In the nonmanufacturing sectors, employment levels were at or above all-time peaks for May in construction, service, finance, and trade. In transportation and mining, which are strongly linked to manufacturing activities, employment levels were down appreciably over the year.

Employment in manufacturing industries dropped 193,000 between April and May, 1954, to hit 15.8 million. After allowances were made for seasonal factors and scattered work stoppages, the reduction appeared to be the smallest since employment began decreasing in the fall of last year. Between April and May, employment in durable goods manufacturing declined by 123,000.

Most of the employment loss occurred in the metal and metal products industry groups. The largest declines—those of more than 20,000—were reported in transportation equipment, machinery, and electrical machinery.

The over-the-month employment loss was 70,000 in nondurable goods manufacturing, with most of the industries following a seasonal pattern. There were some signs of possible weakness, however, in apparel. The number of workers in apparel declined by 48,000 between April and May—a little more than the usual amount. Reports from the chemical industry group indicated that a slight employment downtrend has been under way since the beginning of the year. Between January and May, this industry reported a loss of 24,000 workers—the largest for the period since 1949.

The manufacturing employment total of 15.8 mil-

lion in May was 1.5 million below the May, 1953, figure of 17.3 million. With the exception of the printing industry, which remained at record levels for the season, every manufacturing industry group reported some employment loss over the year. In the nondurable groups these decreases were generally small. In food, tobacco, paper, chemicals, and petroleum the reductions were under 4%. The sharpest decline among the nondurables was 12% in textiles.

Reductions in employment over the year exceeded 10% in most durable goods industries. The sharpest decline was in ordnance, where an employment decline of 30% reflected decreases in national defense spending.

Between April and May there was an increase of about 75,000 in the nonmanufacturing employment total. This gain was almost entirely due to a seasonal upswing in construction and the service industries, which outweighed a post-Easter drop in trade employment.

The number of workers on contractors' payrolls rose by 77,000 over the month to reach 2.6 million. This is about the same level as in the 1951 and 1953 peaks for May. Between January and May, 265,000 employees were added to the industry work force, the second largest on record for this period.

At 10.4 million in May, the number of workers employed in wholesale and retail trade was equal to the peak for the month reached last year. Trade employment remained almost unchanged between January and May, 1954. This is in contrast to the month-to-month increases recorded in nearly every postwar year.

Transportation employment rose slightly between April and May, but the rise was smaller than usual for this time of year. Over the year, the employment total dropped by about 200,000 to 2.7 million.

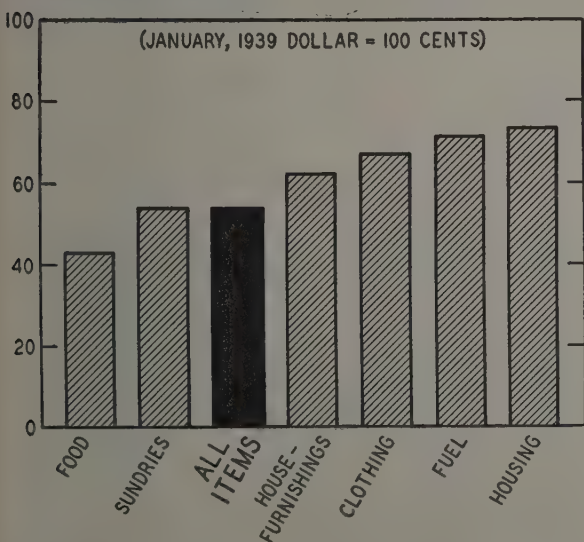
The total number of government workers this May was 6.7 million, 90,000 above the year-ago level. Although federal employment was appreciably lower, the number of workers on state and local payrolls was up by approximately 230,000 over the year.

HOURS AND EARNINGS

From mid-April to mid-May, the lengthening of the average workweek, along with a gain in average hourly pay, brought an increase of 93 cents in the average weekly earnings of a factory production worker. This increase—from \$70.20 to \$71.13—was the largest over-the-month rise since the autumn of 1952, and it brought the average weekly pay within 50 cents of last year's postwar peak for the month.

Each of the nondurable goods industries and most of the durable goods industries reported an increase in average weekly earnings. Only ordnance and machinery groups registered losses, and these were slight. In the nondurable goods sector, the petroleum and

Purchasing Value of the Consumer Dollar, April, 1954



Consumers' Price Indexes for Ten Cities

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	May 1954	Apr. 1954	May 1953	Apr. 1954 to May 1954	May 1953 to May 1954		May 1954	Apr. 1954	May 1953	Apr. 1954 to May 1954	May 1953 to May 1954
Birmingham						Indianapolis					
Food.....	240.0	234.9	231.9	+2.2	+3.5	Food.....	252.5	250.5	247.0	+0.8	+2.2
Housing ¹	165.2	165.2	163.9	0	+0.8	Housing ¹	147.1	147.1	125.7	0	+17.0
Clothing.....	151.9	152.0	151.8	-0.1	+0.1	Clothing.....	142.0	142.2	144.2	-0.1	-1.5
Fuel ⁷	126.1	126.1	128.7	0	-2.0	Fuel ⁷	149.1	157.5	155.0	-5.3	-3.8
Housefurnishings.....	170.1	170.6	170.2	-0.3	-0.1	Housefurnishings.....	152.4	152.3	155.8	+0.1	-2.2
Sundries.....	159.8	159.8	156.6	0	+2.0	Sundries.....	188.1	188.2	182.6	-0.1	+3.0
Weighted total.....	181.7	180.2	178.2	+0.8	+2.0	Weighted total.....	189.5	189.6	184.0	-0.1	+3.0
Boston						Los Angeles					
Food.....	219.5	215.5	215.7	+1.9	+1.8	Food.....	220.2	215.9	218.3	+2.0	+0.9
Housing ¹	131.4	131.3	129.6	+0.1	+1.4	Housing ¹	145.7	145.7	142.1 _r	0	+2.5
Clothing.....	140.8	141.6	142.1	-0.6	-0.9	Clothing.....	141.4	140.5	141.8	+0.6	-0.3
Fuel ⁷	174.5	178.0	173.8	-2.0	+0.4	Fuel ⁷	125.1	125.1	101.5	0	+23.3
Housefurnishings.....	148.8	148.6	156.2	+0.1	-4.7	Housefurnishings.....	154.7	154.9	160.7	-0.1	-3.7
Sundries.....	179.9	173.8	170.2	+3.5	+5.7	Sundries.....	181.6	181.4	175.9	+0.1	+3.2
Weighted total.....	179.1	176.7	175.5	+1.4	+2.1	Weighted total.....	178.7	177.3	175.0 _r	+0.8	+2.1
Chicago						New Orleans					
Food.....	252.8	250.1	240.3	+1.1	+5.2	Food.....	266.8	262.0	246.5	+1.8	+8.2
Housing ¹	161.3	161.3	141.6 _r	0	+13.9	Housing ¹	171.0	171.0	158.0	0	+8.2
Clothing.....	147.3	147.8	146.3	-0.3	+0.7	Clothing.....	159.8	159.7	156.9	+0.1	+1.8
Fuel ⁷	122.6	123.9	118.4	-1.0	+3.5	Fuel ⁷	94.9	96.3	93.3	-1.5	+1.7
Housefurnishings.....	154.7	156.0	159.5	-0.8	-3.0	Housefurnishings.....	169.8	170.6	173.8	-0.5	-2.0
Sundries.....	185.3	185.5	179.9	-0.1	+3.0	Sundries.....	154.1	155.0	149.0	-0.6	+3.4
Weighted total.....	193.9	193.3	184.0 _r	+0.3	+5.4	Weighted total.....	197.2	195.7	185.9	+0.8	+6.1
Denver						New York					
Food.....	247.9	245.1	238.1	+1.1	+4.1	Food.....	217.0	211.5	213.7	+2.6	+1.5
Housing ¹	132.5	132.5	129.4	0	+2.4	Housing ¹	118.7	118.7	116.4 _r	0	+2.0
Clothing.....	163.3	162.5	163.1	+0.5	+0.1	Clothing.....	150.9	151.1	152.5	-0.1	-1.0
Fuel ⁷	107.6	107.6	106.4	0	+1.1	Fuel ⁷	132.7	137.8	136.5	-3.7	-2.8
Housefurnishings.....	156.4	156.1	158.0	+0.2	-1.0	Housefurnishings.....	157.0	158.7	161.4	-1.1	-2.7
Sundries.....	165.2	165.1	157.7	+0.1	+4.8	Sundries.....	200.5	200.5	181.0	0	+10.8
Weighted total.....	180.8	179.8	174.9	+0.6	+3.4	Weighted total.....	179.1	177.5	173.2	+0.9	+3.4
Detroit						Philadelphia					
Food.....	249.6	244.2	240.5	+2.2	+3.8	Food.....	229.6	222.0	220.8	+3.4	+4.2
Housing ¹	151.6	151.4	141.4	+0.1	+7.2	Housing ¹	118.6	118.5	117.7	+0.1	+0.8
Clothing.....	146.9	147.0	147.1	-0.1	-0.1	Clothing.....	140.1	139.9	142.2	+0.1	-1.5
Fuel ⁷	164.3	165.4	163.8	-0.7	+0.3	Fuel ⁷	144.6	155.3	155.2	-6.9	-6.8
Housefurnishings.....	161.2	162.2	165.6	-0.6	-2.7	Housefurnishings.....	168.9	174.0	176.0	-2.9	-4.0
Sundries.....	194.0	196.3	189.5	-1.2	+2.4	Sundries.....	193.3	194.9	183.4	-0.8	+5.4
Weighted total.....	193.5	192.6	187.7	+0.5	+3.1	Weighted total.....	183.9	182.7	179.3	+0.7	+2.6

SOURCE: THE CONFERENCE BOARD

¹ Rents surveyed January, April, July, October

² Rents surveyed February, May, August, November

³ Rents surveyed March, June, September, December

⁴ Philadelphia rent surveyed March, June, August, November, 1953 and February, May 1954

⁵ New Orleans rent surveyed March, June, September, October, 1953 and January, April, 1954

⁶ New York rent surveyed February, May, August, November and December, 1953 and March, 1954

⁷ Includes electricity and gas
_r Revised

Consumer Price Index for Ten United States Cities, and Purchasing Value of Dollar

Index Numbers, January, 1939=100

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1953 May.....	178.4	225.0	129.1	148.4	163.9	135.3	134.5	92.0	105.4	163.1	179.3	56.1
June.....	179.7	228.6	129.4	148.5	164.0	135.3	134.5	92.0	105.4	162.3	179.5	55.6
July.....	181.1	231.1	130.3	148.3	163.6	135.4	135.4	92.0	105.6	162.4	180.6	55.2
August.....	182.7	231.3	130.5	148.3	163.6	135.3	136.4	92.0	106.1	161.6	186.2	54.7
September.....	182.9	231.4	130.9	148.6	164.1	135.5	136.6	92.0	106.1	161.7	186.2	54.7
October.....	181.6	226.3	132.8	148.6	163.7	135.8	137.0	92.0	106.1	161.8	186.5	55.1
November.....	181.5	225.8	133.1	148.5	163.5	135.9	137.0	92.0	106.1	162.1	186.6	55.1
December.....	181.2	224.0	133.3	148.5	163.5	135.9	137.0	92.0	106.1	161.7	187.4	55.2
Annual average.....	180.0	227.4	129.3	148.4	163.8	135.4	136.7	92.0	105.7	162.4	181.8	55.6
1954 January.....	182.9	223.1	134.4	147.7	162.4	135.4	139.1	92.0	110.0	161.1	187.9	54.7
February.....	182.5	225.8	135.3	147.7	162.2	135.5	139.2	92.0	110.0	161.3	188.7	54.8
March.....	182.9	225.5	135.8	148.2	162.9	135.8	139.1	92.0	109.9	160.7	190.1	54.7
April.....	183.6	227.0	136.0	147.7	163.1	134.8	138.8	93.0	110.3	159.8	190.9	54.5
May.....	184.9	231.9	136.1	147.7	162.9	134.8	134.9	93.0	110.3	158.2	190.7	54.1

Percentage Changes

Apr. 1954 to May 1954....	+0.7	+2.2	+0.1	0	-0.1	0	-2.8	0	0	-1.0	-0.1	-0.7
May 1953 to May 1954....	+3.6	+3.1	+5.4	-0.5	-0.6	-0.4	+0.3	+1.1	+4.6	-3.0	+6.4	-3.6

¹ Rents surveyed quarterly in individual cities.

² Includes electricity and gas.

Consumer Price Indexes for Cities Surveyed Quarterly

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939 = 100			Percentage Changes		City	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Apr. 1954	Jan. 1954	Apr. 1953	Jan. 1954 to Apr. 1954	Apr. 1953 to Apr. 1954		Apr. 1954	Jan. 1954	Apr. 1953	Jan. 1954 to Apr. 1954	Apr. 1953 to Apr. 1954
Bridgeport						Minn.-St. Paul					
Food.....	223.4	223.9	215.2	-0.2	+3.8	Food.....	245.2	248.1	242.7	-1.2	+1.0
Housing.....	119.9	120.2	118.9	-0.2	+0.8	Housing.....	120.8	120.8	113.0	0	+6.9
Clothing.....	144.8	147.9	144.7	-2.1	+0.1	Clothing.....	157.4	157.3	155.9	+0.1	+1.0
Fuel ¹	173.6	174.7	170.7	-0.6	+1.7	Fuel ¹	148.3	148.1	146.2	+0.1	+1.4
Housefurnishings.....	158.1	157.8	162.8	+0.2	-2.9	Housefurnishings.....	173.8	176.4	178.9	-1.5	-2.9
Sundries.....	194.4	194.6	193.2	-0.1	+0.6	Sundries.....	191.0	191.4	183.6	-0.2	+4.0
Weighted total....	181.7	182.4	178.4	-0.4	+1.8	Weighted total....	187.1	188.1	182.7	-0.5	+2.4
Cincinnati²						Newark					
Food.....	236.1	242.3	236.5	-2.6	-0.2	Food.....	230.5	231.9	225.8	-0.6	+2.1
Housing.....	153.3	153.5	139.1	-0.1	+10.2	Housing.....	112.5	112.3	111.8	+0.2	+0.6
Clothing.....	158.3	158.6	160.6	-0.2	-1.4	Clothing.....	141.9	142.3	143.4	-0.3	-1.0
Fuel ¹	158.6	155.4	149.4	+2.1	+6.2	Fuel ¹	122.0	125.8	123.7	-3.0	-1.4
Housefurnishings.....	156.7	157.0	160.8	-0.2	-2.5	Housefurnishings.....	188.6	192.4	195.1	-2.0	-3.3
Sundries.....	176.6	178.3	175.0	-1.0	+0.9	Sundries.....	170.4	172.8	170.4	-1.4	0
Weighted total....	187.7	190.1	185.0	-1.3	+1.5	Weighted total....	177.1	178.5	175.7	-0.8	+0.8
Erie						Roanoke					
Food.....	252.6	250.9	244.4	+0.7	+3.4	Food.....	231.7	235.4	231.3	-1.6	+0.2
Housing.....	179.4	174.5	142.6	+2.8	+25.8	Housing.....	160.0	159.7	157.1	+0.2	+1.8
Clothing.....	175.7	176.3	171.9	-0.3	+2.2	Clothing.....	168.0	169.0	168.7	-0.6	-0.4
Fuel ¹	181.8	178.4	179.1	+1.9	+1.5	Fuel ¹	146.7	152.4	145.4	-3.7	+0.9
Housefurnishings.....	161.4	166.4	170.1	-3.0	-5.1	Housefurnishings.....	173.8	172.3	175.4	+0.9	-0.9
Sundries.....	185.4	185.0	183.2	+0.2	+1.2	Sundries.....	168.5	170.0	169.3	-0.9	-0.5
Weighted total....	203.4	201.9	193.6	+0.7	+5.1	Weighted total....	184.4	186.3	184.1	-1.0	+0.2
Grand Rapids						Seattle					
Food.....	239.9	240.1	231.6	-0.1	+3.6	Food.....	226.7	227.4	229.2	-0.3	-1.1
Housing.....	186.3	182.5	180.2	+2.1	+3.4	Housing.....	142.6	143.1	140.1	-0.3	+1.8
Clothing.....	140.8	140.3	139.7	+0.4	+0.8	Clothing.....	143.2	143.6	145.1	-0.3	-1.3
Fuel ¹	161.3	165.5	161.6	-2.5	-0.2	Fuel ¹	147.0	147.0	147.0	0	0
Housefurnishings.....	172.2	175.8	173.2	-2.0	-0.6	Housefurnishings.....	186.7	184.6	183.9	+1.1	+1.5
Sundries.....	189.5	189.2	185.5	+0.2	+2.2	Sundries.....	169.9	170.0	169.5	-0.1	+0.2
Weighted total....	195.2	195.0	190.5	+0.1	+2.5	Weighted total....	180.1	180.4	180.5	-0.2	-0.2
Houston						Syracuse					
Food.....	232.8	232.4	231.3	+0.2	+0.6	Food.....	235.7	236.7	233.5	-0.4	+0.9
Housing.....	144.2	144.2	144.1	0	+0.1	Housing.....	126.2	126.1	125.2	+0.1	+0.8
Clothing.....	149.7	150.4	150.0	-0.5	-0.2	Clothing.....	159.6	159.6	162.4	0	-1.7
Fuel ¹	90.1	90.1	90.1	0	0	Fuel ¹	165.7	172.6	168.0	-4.0	-1.4
Housefurnishings.....	138.9	139.3	141.5	-0.3	-1.8	Housefurnishings.....	173.3	171.6	174.2	+1.0	-0.5
Sundries.....	173.9	173.2	171.9	+0.4	+1.2	Sundries.....	163.9	163.4	158.4	+0.3	+3.5
Weighted total....	176.0	175.8	175.1	+0.1	+0.5	Weighted total....	177.4	178.0	175.5	-0.3	+1.1

¹ Includes electricity and gas.

² Cincinnati surveyed Apr. 1954, Jan. 1954, May 1953.

Consumer Price Index for Thirty-nine Cities, and Purchasing Value of the Dollar

Index Numbers, January, 1939 = 100

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1953 April.....	179.4	227.4	128.9	150.7	167.4	136.4	140.7	93.4	104.2	164.5	177.8	55.7
May.....	180.2	228.5	131.0	150.8	167.8	136.4	138.6	93.4	104.3	164.5	178.2	55.5
June.....	181.2	231.3	131.3	150.9	167.9	136.4	138.5	93.4	104.6	164.0	178.5	55.2
July.....	182.3	233.2	131.9	150.8	167.8	136.4	138.9	93.4	104.7	164.0	179.6	54.9
August.....	183.7	234.0	132.5	150.8	167.8	136.3	139.7	93.4	105.1	163.4	183.3	54.4
September.....	184.1	234.4	133.1	151.0	168.2	136.5	140.0	93.4	105.1	163.4	183.5	54.3
October.....	183.3	231.1	134.5	151.1	168.0	136.6	140.4	93.5	105.1	163.6	183.7	54.6
November.....	183.1	230.0	134.9	151.0	167.9	136.6	140.6	93.5	105.1	163.7	183.8	54.6
December.....	182.7	228.3	135.2	150.9	167.8	136.5	140.7	93.5	105.1	163.4	184.3	54.7
Annual average.....	181.6	230.8	131.6	150.8	167.8	136.4	140.1	93.4	104.6	164.0	179.9	55.1
1954 January.....	184.0	231.2	136.1	150.4	167.1	136.1	142.1	93.5	107.6	162.9	184.7	54.3
February.....	183.8	229.9	136.9	150.3	167.0	136.1	142.1	93.5	107.6	162.8	185.3	54.4
March.....	184.2	229.7	137.3	150.6	167.5	136.2	142.1	93.5	107.7	162.4	186.4	54.3
April.....	184.5	230.5	137.5	150.3	167.5	135.5	141.8	94.1	108.1	161.7	186.8	54.2

Percentage Change

Mar. 1954 to Apr. 1954....	+0.2	+0.3	+0.1	-0.2	0	-0.5	-0.2	+0.6	+0.4	-0.4	+0.2	-0.2
Apr. 1953 to Apr. 1954....	+2.8	+1.4	+6.7	-0.3	+0.1	-0.7	+0.8	+0.7	+3.7	-1.7	+5.1	-2.7

Source: THE CONFERENCE BOARD

¹ Rents surveyed quarterly in individual cities.

² Includes electricity and gas.

coal industry showed the largest gain; and in durables, primary metals registered a large advance. Other durable goods industries with increases of more than \$1 per week were lumber, fabricated metals, electrical machinery, and transportation equipment.

Hourly earnings for factory workers averaged \$1.81 in May, 1 cent higher than last month. Since mid-April, all industry groups advanced or remained steady, with the exception of ordnance.

The factory workweek rose by three tenths of an hour since April, reaching a level of 39.3 hours. This was the first increase in hours since February and contrasts with the decline of the previous two months. However, the lower-than-usual April level was due in part to the Good Friday holiday; and the length of the mid-May workweek reflects the recovery to some extent. Hours in most nondurable groups advanced about the same amount as in previous years. And the largest gains in durables, after allowance for seasonal factors, occurred in the primary and fabricated metals, electrical machinery, and miscellaneous manufacturing groups.

Over the last year, the drop of 50 cents in average weekly earnings was due to a loss of 1.4 hours, as average hourly earnings rose 5 cents. All manufacturing industries except tobacco and petroleum and coal showed some loss in hours, and the largest reduction was in primary metals.

APRIL TURNOVER IN MANUFACTURING

The Bureau of Labor Statistics reported that the factory separation rate in April exceeded the hiring rate by fifteen per thousand—the largest margin for the month since 1949. At twenty-four per 1,000 in April, the hiring rate was the lowest for the month in recent years and was chiefly responsible for the large margin. The separation rate of thirty-nine per 1,000 was not high; in fact, it was below the April separation rate of previous years. This was due to two opposite movements—layoffs rising to the highest rate for five years and quits dropping to the lowest rate for the month in a number of years.

Durable goods manufacturing was principally responsible for the drop in hiring from twenty-eight to twenty-four per thousand from March to April; nondurable goods as a whole showed no change. The sharpest reductions in hiring occurred in the lumber, transportation equipment, ordnance, and furniture industries.

Layoffs in April were at the rate of twenty-four per 1,000 employees, a slight increase from March. Over the month, the layoffs in manufacturing industries varied markedly, with large increases in apparel, tobacco, electrical machinery, instruments, and machinery, and reductions in layoffs in primary and fabricated metals, food, and transportation equipment industries.

The quit rate in April was relatively unchanged from March, and at eleven per 1,000 employees it reached the lowest rate for the month in a number of years.

WAGE ADJUSTMENTS

Between mid-April and mid-May, THE CONFERENCE BOARD confirmed fifty-seven settlements involving forty-four companies and approximately 36,000 employees. Of the total number of adjustments, forty-three affected wage earners and fourteen, salaried employees. Increases for about 31,000 wage earners ranged from 2.5 cents to 13 cents, with 5 cents the most frequently granted raise. Increments granted to 5,000 salaried workers were between \$2 and \$6 per week, with many variations.

The settlement involving the largest number of employees was between the Pittsburgh Plate Glass Company Glass Division's Flat Glass Plants and the Glass Workers, CIO. Twelve thousand production and maintenance workers received additional fringe benefits, including a seventh paid holiday, liberalized health, accident, and hospitalization insurance provisions, pay for jury duty, funeral pay of \$60 to employees upon death of a close relative, and a revised pension plan. There was no wage increase.

Significant among this month's wage settlements were five in which no adjustments were made in wages or salaries, although fringe benefits were granted in two cases. Three companies, all in the textile industry, renewed the expired contracts with no changes whatsoever. These companies were the Bemis Bro. Bag Co. in Houston, Texas; Lebandale Mills, Inc. in Lebanon, New Hampshire; and Strong, Hewat & Company, Inc. in North Adams, Massachusetts. The union affected was the Textile Workers, CIO, in all three instances.

An important settlement was that between the Rohr Aircraft Corporation at Chula Vista, California, and the IAM-AFL. About 75,000 wage earners received a 5-cents-per-hour increase; and 2 cents of a newly inaugurated 3-cents-per-hour cost of living increase was frozen into the base rates. A \$25 a month raise was granted to 496 salaried employees.

JAMES F. BIRD
GRACE MEDVIN
Statistical Division

The Employment Interview in Industry—This book by a psychology professor at Purdue University was written for those who work in company employment offices or who are preparing for such work. While the job of the employment interview is given major attention, considerable space is also devoted to other aspects of the selection process. Numerous references are cited. By Newell C. Kephart, McGraw-Hill Book Company, Inc., New York, 1952, 277 pp. \$4.50.

Significant Labor Statistics

Item	Unit	1954					1955			Year Ago	Percentage Change	
		May	Apr.	Mar.	Feb.	Jan.	Dec.	Nov.	Latest Month over Previous Month		Latest Month over Year Ago	
Consumer Price Indexes												
(VICB) All Items.....	Jan. 1939=100	185.5	184.5	184.2	183.8	184.0	182.7	183.1	180.2	+0.5	+2.9	
Food (b).....	Jan. 1939=100	234.4	230.5	229.7	229.9	231.2	228.3	230.0	228.5	+1.7	+2.6	
Housing.....	Jan. 1939=100	137.5	137.5	137.3	136.9	136.1	135.2	134.9	131.0	0	+5.0	
Clothing.....	Jan. 1939=100	150.2	150.3	150.6	150.3	150.4	150.9	151.0	150.8	-0.1	-0.4	
Men's.....	Jan. 1939=100	167.4	167.5	167.5	167.0	167.1	167.8	167.9	167.8	-0.1	-0.2	
Women's.....	Jan. 1939=100	135.5	135.5	136.2	136.1	136.1	136.5	136.6	136.4	0	-0.7	
Fuel.....	Jan. 1939=100	139.0	141.8	142.1	142.1	142.1	140.7	140.6	138.6	-2.0	+0.3	
Electricity.....	Jan. 1939=100	94.3	94.1	93.5	93.5	93.5	93.5	93.5	93.4	+0.2	+1.0	
Gas.....	Jan. 1939=100	108.2	108.1	107.7	107.6	107.6	105.1	105.1	104.3	+0.1	+3.7	
Housefurnishings.....	Jan. 1939=100	160.5	161.7	162.4	162.8	162.9	163.4	163.7	164.5	-0.7	-2.4	
Sundries.....	Jan. 1939=100	186.7	186.8	186.4	185.3	184.7	184.3	183.8	178.2	-0.1	+4.8	
Purchasing value of the dollar.....	Jan. 1939 dollars	53.9	54.2	54.3	54.4	54.3	54.7	54.6	55.5	-0.6	-2.9	
(BLS) All Items.....	1947-1949=100	115.0	114.6	114.8	115.0	115.2	114.9	115.0	114.0	+0.3	+0.9	
Employment Status ¹												
Civilian labor force.....	thousands	* 64,425	* 64,063	* 63,825	* 63,725	* 62,840	62,614	63,353	—(K)	+0.6	na	
Employed.....	thousands	* 61,119	* 60,598	* 60,100	* 60,055	* 59,753	60,764	61,925	—	+0.9	na	
Agriculture.....	thousands	* 6,822	* 6,076	* 5,875	* 5,704	* 5,284	5,438	6,651	—	+12.3	na	
Nonagricultural industries.....	thousands	* 54,297	* 54,522	* 54,225	* 54,351	* 54,469	55,326	55,274	—	-0.4	na	
Unemployed.....	thousands	* 3,305	* 3,465	* 3,725	* 3,671	* 3,087	1,850	1,428	—	-4.6	na	
Wage Earners ^{2, 3}												
Employees in nonagr'l establishments....	thousands	p 47,932	p 48,056	r 47,848	47,880	48,147	49,703	49,340	49,531	-0.3	-3.2	
Manufacturing.....	thousands	p 15,803	p 15,996	r 16,234	16,322	16,434	16,488	16,706	17,283	-1.2	-8.6	
Mining.....	thousands	p 743	p 750	r 772	790	805	809	816	842	-0.9	-11.8	
Construction.....	thousands	p 2,613	p 2,536	r 2,415	2,356	2,349	2,521	2,674	2,607	+3.0	+0.2	
Transportation and public utilities....	thousands	p 4,020	p 4,006	r 3,992	4,039	4,069	4,240	4,273	4,233	+0.3	-5.0	
Trade.....	thousands	p 10,411	p 10,485	r 10,305	10,310	10,421	11,310	10,772	10,405	-0.7	+0.1	
Finance.....	thousands	p 2,084	p 2,078	r 2,057	2,044	2,033	2,064	2,056	2,014	+0.3	+3.5	
Service.....	thousands	p 5,555	p 5,507	r 5,406	5,380	5,377	5,272	5,303	5,534	+0.9	+0.4	
Government.....	thousands	p 6,703	p 6,698	r 6,667	6,639	6,659	6,999	6,740	6,613	+0.1	+1.4	
Production and related workers in manu'g												
Employment												
All manufacturing.....	thousands	p 12,415	p 12,592	r 12,818	12,906	13,002	13,107	13,317	13,890	-1.4	-10.6	
Durable.....	thousands	p 7,188	p 7,303	r 7,430	7,520	7,616	7,651	7,767	8,311	-1.6	-13.5	
Nondurable.....	thousands	p 5,227	p 5,289	r 5,388	5,386	5,386	5,456	5,550	5,579	-1.2	-6.3	
Average weekly hours												
All manufacturing.....	number	p 39.3	39.0	39.5	39.6	39.4	40.2	40.0	40.7	+0.8	-3.4	
Durable.....	number	p 40.0	39.7	40.0	40.2	40.1	40.8	40.6	41.5	+0.8	-3.6	
Nondurable.....	number	p 38.4	38.0	38.8	38.8	38.5	39.3	39.1	39.5	+1.1	-2.8	
Average hourly earnings												
All manufacturing.....	dollars	p 1.81	1.80	1.79	1.80	1.80	1.79	1.79	1.76	+0.6	+2.8	
Durable.....	dollars	p 1.91	1.90	1.90	1.90	1.91	1.90	1.89	1.86	+0.5	+2.7	
Nondurable.....	dollars	p 1.66	1.65	1.65	1.65	1.65	1.63	1.63	1.60	+0.6	+3.8	
Average weekly earnings												
All manufacturing.....	dollars	p 71.13	70.20	70.71	71.28	70.92	71.96	71.60	71.63	+1.3	-0.7	
Durable.....	dollars	p 76.40	75.43	76.00	76.38	76.59	77.52	76.73	77.19	+1.3	-1.0	
Nondurable.....	dollars	p 63.74	62.70	64.02	64.02	63.53	64.06	63.73	63.20	+1.7	+0.9	
Straight time hourly earnings												
All manufacturing.....	dollars	e 1.77	1.76	1.75	1.76	1.76	1.74	1.74	1.70	+0.6	+4.1	
Durable.....	dollars	e 1.86	1.85	1.85	1.84	1.86	1.84	1.83	1.79	+0.5	+3.9	
Nondurable.....	dollars	e 1.63	1.62	1.62	1.62	1.62	1.59	1.60	1.56	+0.6	+4.5	
Turnover rates in manufacturing ²												
Separations.....	per 100 employees	p 3.5	3.8	3.7	3.5	4.3	4.0	4.2	4.4	-7.9	-20.5	
Quits.....	per 100 employees	p 1.0	1.1	1.0	1.0	1.1	1.1	1.5	2.7	-9.1	-63.0	
Discharges.....	per 100 employees	p 0.2	0.2	0.2	0.2	0.2	0.2	0.3	0.4	0	-50.0	
Layoffs.....	per 100 employees	p 2.1	2.4	2.3	2.2	2.8	2.5	2.3	1.0	-12.5	+110.0	
Accessions.....	per 100 employees	p 2.7	2.4	2.8	2.5	2.8	2.1	2.7	4.1	+12.5	-34.1	

Bureau of the Census. ² Bureau of Labor Statistics.
 The BLS has adjusted its non-farm employment and hours and earnings series to first quarter 1933 benchmark levels. The benchmark level is the total count of workers covered in each industry, and in this instance the data were received from government social insurance programs. The adjustment affects all figures since January, 1951. At the time of publication the only revised data available were for 1954 and May, 1955—a year ago. Estimates for November and December, 1955, are unadjusted, and not comparable.

* The figures for 1954 are a new series based on a revised sampling procedure. The old series has been discontinued. Figures for the 1955 months are still in the old series.

^b Food prices during the week of the fifteenth.

^c Estimated. ^p Preliminary. ^r Revised.

(K) Labor Force data for a year ago not comparable with the new series.

na Not available.

Wage Adjustments Announced Prior to June 15, 1954

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
<i>Chemicals and Allied Products</i>						
Buckeye Cotton Oil Co. Louisville, Ky. Division of Procter & Gamble Co.	Chemical Workers, AFL	90 WE	2-12-54	For employees earning: Under \$1.38—\$.06 per hr. \$1.38 to \$1.59 —\$.07 per hr. \$1.595 and over —\$.08 per hr.		Contract result of wage reopening Length of contract—2 years Wage reopening 2-12-55
Interchemical Corp. Elizabeth, N. J.	Gas, Coke & Chemical Workers, CIO	106 WE	4-15-54	\$.08 per hr. av.	(1) 4 hours' pay for emergency call-in (2) 1 hour overtime guaranteed if asked to work (3) 11 days' vacation for 11 years and one additional day for each year up to 5 weeks for 15 years	Settlement result of contract expiration Length of contract—1 year
Linde Air Products Co. Linden, N. J.	Chemical Workers, AFL	45 WE	4-1-54	\$.10 per hr. av. Shift premium increased from 0-6-8 to 0-8-13		Settlement result of wage reopening Contract runs to 4-1-55
Pittsburgh Plate Glass Co. Houston, Tex.	Dist. 50, UMWA, ind.	85 WE	3-11-54	\$.05 per hr. av.		Length of contract—1 year
Rohm & Haas Co. Knoxville, Tenn.	Glass Workers, CIO	n.a. (hourly employees)	5-31-54	\$.05 per hr. av. Shift differentials changed from 0-5-10 to 0-6-12		Settlement result of annual wage reopening provision Contract runs to 5-19-55
Stauffer Chemical Co. Tampa, Fla.	Brewery Workers, CIO	25 WE	3-15-54	\$.06 per hr. av.	Hospital and surgical plan extended to include dependents	Settlement result of contract expiration Contract runs to 1-14-56
Torrance, Calif.	Chemical Workers, AFL	12 WE	2-16-54	\$.08 per hr. av	(1) 1 additional holiday (2) 7 holidays guaranteed for employees who work during week in which holiday falls (3) Employee compelled to take vacation in week including holiday will receive pay or additional day of vacation (4) Seniority employees required to serve on jury will be paid difference between jury pay and 8 hours at base rate (5) Company-paid hospital-surgical insurance for employees only (6) Employees with 5 years' service may accumulate up to 15 days unused sick leave over 2 consecutive years (Estimated cost of fringe benefits—\$.025 per hr.)	Settlement result of reopening Length of contract—1 year with automatic renewal unless reopened on 60 days' notice
<i>Electrical Machinery, Equipment and Supplies</i>						
International Resistance Co. Philadelphia, Pa.	IUE, CIO	500 WE	4-1-54		Average of \$.06 per hr. consisting of \$.015 to settle job evaluation and \$.045 to be added to severance feature of pension plan	Settlement result of contract expiration Length of contract—4 years Wage reopening on 4-1-55 and by mutual consent thereafter
	None	450 S	4-1-54		\$.045 to be added to severance feature of pension plan	
<i>Fabricated Metal Products</i>						
Faultless Caster Co. Evansville, Ind.	UE, ind.	500 WE	3-1-54	\$.03 for all but skilled; \$.11 for 60 skilled workers	Increased hospitalization	Settlement result of wage reopening Contract runs to 7-1-56 with reopening 3-1-55
	None	n.a. S	3-1-54	\$.03 to \$.10 per hr.	Same as above	

Wage Adjustments Announced Prior to June 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
<i>Food and Kindred Products</i>						
Allied Mills Corp. Portsmouth, Va.	Oil Workers, CIO	45 WE	3-1-54	\$0.10 for 12 classifications \$0.05 for 14 classifications		Settlement result of new one-year contract
Gerber Products Co. Rochester, N. Y.	Teamsters, AFL	500 WE	3-2-54	\$0.085 per hr. av.	(1) 3 weeks' vacation after 15 years (2) 2 added holidays—bringing total to 6	Settlement result of wage reopening Length of contract—3 years Reopening on 3-2-55 and 3-2-56
Hopkinsville Milling Co. Hopkinsville, Ky.	DPOWA, ind.	60 WE	3-5-54	\$0.04 per hr. av.		Settlement result of contract expiration Length of contract—1 year
Ward Baking Co. New York, N. Y.	Bakers & Confectionery Workers, AFL	1700 to 1800 WE	5-1-54	\$0.065 per hr.; shift differential increased from \$0.09 to \$0.10 effective 10-1-54	Health and welfare contribution increased from \$0.0075 to \$0.0825 effective 10-1-54	Settlement result of contract expiration Length of contract—1 year
<i>Leather and Leather Products</i>						
Connolly Shoe Co. Stillwater, Minn.	Shoeworkers, CIO	160 WE	4-13-54	\$0.04 per hr. across-the-board	(1) Third week of vacation after 15 years (2) 6 paid holidays with employer option to give another day off in lieu of Saturday holiday	Settlement result of contract expiration Length of contract—2 years with reopening for wages after 1 year
<i>Machinery (except Electrical)</i>						
American Steel Foundries Cincinnati, Ohio Elmes & King Div.	Steelworkers, CIO	400 WE	4-1-54	\$0.08 per hr.; additional \$0.02 per hr. on second shift premium	Dependents included in surgical schedule	Settlement result of contract expiration Length of contract—1 year
	None	150 S	4-1-54	Compensation equivalent to wage increase with no provision for shift premium	Same as above	
Hanson-Whitney Co. Hartford, Conn.	IUE, CIO	275 WE	4-26-54	\$0.04 on 4-26-54; \$0.04 on 1-2-55; \$0.04 on 10-2-55	Company and union to discuss not sooner than 10-1-54 a pension and retirement plan for employees covered by agreement	No-strike clause, no wage reopener for duration of contract Contract runs to 3-31-56
James Hunter Machine Co. North Adams, Mass.	Textile Workers, CIO	150 WE	3-18-54	\$0.03 per hr. av.		Settlement result of contract expiration Length of contract—1 year with reopening in 6 mos.
Marvel-Schebler Products Decatur, Ill. Division of Borg Warner	Auto Workers, AFL	460 WE	3-15-54	\$0.055 av. inequity adjustment		Settlement result of contract expiration Length of contract—2 years Reopening 3-15-55
	None	150 S	3-15-54	\$0.10 per hr.		
Universal Winding Co. Cranston, R. I.	IAM, AFL	700 WE	n.a.	None	3 weeks' vacation after 15 years	Settlement result of contract expiration Length of contract—2 years Reopening in 1 year
	None	600 S	n.a.	None	Same as above	
Voland & Sons, Inc. New Rochelle, N. Y.	IUE, CIO	51 WE	5-1-54	\$0.03 per hr. every 3 mos. beginning Aug. to total of \$0.09	Company pays \$1 per month toward \$1,000 group life insurance policies for all employees including clerical	Settlement result of contract expiration Length of contract—1 year
<i>Paper and Allied Products</i>						
Ball Brothers Co., Inc. Noblesville, Ind.	Paperworkers CIO	128 WE	2-4-54	\$0.054 per hr. av. as result of increases of \$0.05 to 3 labor grades; \$0.06 to 2 grades; and \$0.08 to 1 Shift differential increased to \$0.05 from \$0.03, effective 3-2-54		Settlement result of contract expiration Length of contract—1 year
Downingtown Paper Co. Downingtown, Pa.	Paperworkers CIO	440 WE	3-15-54	\$0.035 per hr. av.		Settlement result of contract expiration Length of contract—15 mos. with reopening on 10-25-54
	n.a.	87 S	3-15-54	2.67%		
Otsego Falls Paper Co. Otsego, Mich.	Paperworkers, CIO	90 WE	5-1-54	2½% (\$0.04 and \$0.05 per hr.)	Company now pays 70% of insurance on employee alone; formerly paid 50%	Settlement result of contract expiration Length of contract—1 year Reopening upon 30 days' notice

Wage Adjustments Announced Prior to June 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
<i>Products of Petroleum and Coal</i>						
Daugherty Refining Co. Petrolia, Pa.	District 50, UMWA, ind.	335 WE	3-1-54	\$0.07 per hr. plus \$0.033 for elimination of inequities		Settlement result of wage reopening Contract runs to 10-31-55 Wage rates to be discussed when change in BLS consumer price index for Pittsburgh exceeds 5% in either direction
<i>Primary Metal Industries</i>						
Aluminum Industries, Inc. Cincinnati, Ohio	Steelworkers, CIO	1,000 WE	4-1-54	\$0.05 per hr. av.		Settlement result of contract expiration Length of contract—2 years with reopening in 1 year
American Zinc Products Greencastle, Ind.	Federal Labor Union, AFL	95 WE	3-11-54	\$0.05 per hr. av.		Length of contract—1 year
<i>Printing and Publishing</i>						
Ever Ready Label Corp. Belleville, N. J. and New York, N. Y.	DPOWA, ind.	250 S	4-1-54	\$2.50 per week	Employee's birthday as additional holiday Retirement—2½% of base pay	Settlement result of contract expiration Length of contract—2 years Reopening end of 1 year
<i>Professional, Scientific and Controlling Instruments</i>						
Becton-Dickinson Rutherford, N. J.	IUE, CIO	1,400 WE	3-15-54	\$0.055 effective 3-15-54; \$0.02 effective 9-13-54	3 weeks' vacation after 10 years	Settlement result of wage reopening Contract runs to 3-15-55
		400 S			All benefits passed on to salaried personnel	
<i>Public Utilities</i>						
Lynn Gas & Electric Co. Lynn, Mass.	Gas, Coke & Chemical Workers, CIO	310 WE	2-15-54	\$0.05 per hr.	Minimum pension benefits increased from \$50 to \$60 per mo. for 25 yrs. service and proportional increases down to level of \$20 per mo. for 10 years	Settlement result of contract expiration Length of contract—1 year
	Gas, Coke & Chemical Workers, CIO	130 S	2-15-54	Same as above	Same as above	Same as above
Mississippi Valley Gas Co. Jackson, Miss.	Chemical Workers, AFL	301 WE	2-13-54	2½%	New pension plan, effective 5-1-54, with total cost paid by company	Settlement result of wage reopening Contract runs to 10-1-57 with reopening on wages and classifications only on 10-1-54
		244 S	2-13-54	Same as above	Same as above	
United Natural Gas Co. Oil City, Pa.	District 50, UMWA, ind.	737 WE	4-15-54	\$0.08 per hr. effective 4-15-54 and \$0.02 per hr. effective 9-16-54		Settlement result of wage reopening Length of contract—1 year
<i>Stone, Clay and Glass Products</i>						
Johns-Manville Products Co. Watson, Calif.	Chemical Workers, AFL	358 WE	3-15-54	3%; shift differentials increased from 0-5-10 to 0-6-12	Vacation changed from 2 wks. after 3 yrs. to 2 wks. after 2 yrs.	Settlement result of contract expiration Length of contract—1 year
Pittsburgh Plate Glass Co. Interstate Glass Division's Flat Glass Plants	Glass Workers, CIO	12,000 production and maintenance workers	5-15-54	No wage increase	(1) Armistice Day added as seventh holiday (2) Increased health and accident insurance to \$30 for 26 weeks (3) Company pays \$3 (single) and \$6 (family) per mo. towards hospitalization insurance (4) Employees who receive \$2,000 free life insurance given option of procuring added life insurance (up to \$2,000) (5) Jury duty pay granted (6) Funeral pay of \$60 granted to employee upon death of close relative (7) Pension plan revised to remove social security provision; new formula includes \$1.50 per mo. for each yr. of service of 15 yrs. or over; early retirement and contingent annuity provisions	Contract expires 5-15-55

Wage Adjustments Announced Prior to June 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
<i>Textile Mill Products</i>						
Bemis Brothers Bag Co. Houston, Tex.	Textile Workers, CIO	300 WE	3-8-54	No increase	None	Settlement result of contract expiration Length of contract—1 year
Hayward Woolen Co. East Douglas, Mass.	Textile Workers, CIO	350 WE	3-15-54	\$1.60 per wk. av.		Settlement result of contract expiration Length of contract—1 year with reopening any time
Hooven & Allison Co. Xenia, Ohio	Textile Workers, CIO	235 WE	2-1-54	\$.025 per hr.		Settlement result of wage reopening Length of contract—1 year Reopening every 6 mos.
Lebandale Mills, Inc. Lebanon, N. H.	Textile Workers, CIO	n.a. WE	n.a.	No change	No change	
Strong, Hewat & Co., Inc. North Adams, Mass.	Textile Workers, CIO	n.a. WE	n.a.	No change	No change	Extended for 1 year
<i>Transportation</i>						
Portland Traction Co. Portland, Ore.	Street, Railway Employees, AFL	840 WE	4-1-54	\$.06 per hr. av.	(1) 1 day of additional annual vacation for each 5 yrs. of service after 10 years (2) Sick benefits increased from \$30 per week to \$50; company will pay 60% of group life and sick benefit policies (3) Oregon physicians' service contract amended to provide extended benefits at a cost not to exceed \$5.25 per mo. per member (Former cost \$4.92 per mo.) (4) \$300 per mo. guaranteed for extra men	Settlement result of contract expiration Contract runs to 10-31-54
		172 S		Same as above	n.a.	
<i>Transportation Equipment</i>						
Gar Wood Industries Corp. Mattoon, Ill.	Auto Workers, AFL	340 WE	3-18-54	\$.05 per hr. av.	For employees with 15 or more yrs. of service, vacation time-off increased from 10 to 15 working days	Settlement result of contract expiration Length of contract—1 year
Packard Motor Car Co. Minneapolis, Minn.	UAW, CIO	5 Warehouse employees	4-1-54	\$.13 per hr. av. with variations from \$.05 to \$.23; wage classifications consolidated from 7 to 2		First agreement Length of contract—1 year
Rohr Aircraft Corp. Chula Vista, Calif.	IAM, AFL	5,708 WE	2-1-54	\$.05 per hr.; \$.03 cost-of-living increase with \$.02 frozen into base rates	(1) Established cost-of-living escalator (2) 1 day of sick leave for each yr. of service through 3 years (3) Reduced eligibility period for holidays to new employees from 60 to 30 days (4) Company contribution toward insurance plan increased from \$3 to \$4.50 per mo. per employee	Settlement result of contract expiration Length of contract—1 year
	None	496 S	2-1-54	\$.25 per mo.	Sick leave plan for wage earners applied to non-exempt salaried personnel; insurance increase to all salaried personnel	
Ryan Aeronautical Co. San Diego, Calif.	IBEW, AFL	25 WE	3-18-54	\$.05 per hr. av.; plus \$.02 of cost-of-living allowance frozen into base and job rates; Minimums and maximums of job rates therefore increased \$.07; lead man differential increased from \$.15 to \$.20 over highest job led	(1) Company contribution to group hospital, surgical, and life insurance increased from \$3.50 to \$5 per mo.; insurance increase for wage earners also applies to all salaried personnel (2) 16 hours sick leave for employees with 1 yr. seniority; 32 hrs. sick leave added to the total for employees with 15 yrs. seniority (total now 168 hrs.); no change in sick leave provisions for other groups	Negotiations opened in advance of expiration date of July 5 by mutual agreement Contract runs to 7-5-55

Wage Adjustments Announced Prior to June 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
<i>Wholesale and Retail Establishments</i>						
Stop & Shop, Inc. Mass. and Conn.	Retail Clerks, AFL	1,800 (mostly salaried)	3-1-54	Full time employees: Men—\$3 per wk. Women—\$2 per wk. Part-time employees: \$.05 per hr. Increase from \$1 to \$5 per wk. in classification mini- mums	3 weeks' vacation after 15 yrs. instead of 20 Employees who are eli- gible for 2 weeks' vaca- tions may take vacation any time after January 1 instead of after May 1	Settlement result of contrac- expiration Length of contract—2 years Wage reopening on 3-7-55
<i>Miscellaneous Manufacturing Industries</i>						
A. G. Spalding & Bros., Inc. Chicopee, Mass.	Federal Labor Union, AFL	n.a. WE	3-1-54	\$.04 per hr. on day rates and 2% on piece work prices	(1) One added paid holi- day (2) 120 hrs. vacation pay for 15 or more yrs.	Settlement result of contrac- expiration Length of contract—1 year
		n.a.		None	3 weeks' vacation after 15 or more yrs.	

*WE, wage earner; S, salaried employee; n.a., not available

**Fringe benefits include all benefits supplemental to wages received by workers at a cost to employers

Trends in Labor Relations

(Continued from page 272)

The Retail, Wholesale and Department Store Union, CIO, with a claimed membership of 97,000,¹ was a union with a "mixed" jurisdiction. This union, according to its constitution, had a declared jurisdiction over "persons employed in and about retail, wholesale, department store, warehouse, building service, food processing, bakery, confectionery and production establishments."

The Playthings, Jewelry and Novelty Workers, with a claimed membership of 30,000, was primarily a production workers union with jurisdiction over "workers employed in the manufacture of playthings, toys, jewelry, novelties of all sorts."

The DPO had a declared jurisdiction as follows: "the international union shall have jurisdiction over distributive, processing and office workers including, but not limited to, all workers formerly within the jurisdiction of the Food, Tobacco, Agricultural and Allied Workers Union of America, the United Office and Professional Workers of America and the Distributive Workers Union."

The Food, Tobacco, and Agricultural Workers Union was expelled from the CIO on February 15, 1950, on charges of communist domination. The United Office and Professional Workers Union was expelled on the same date for the same cause. At no

time has either of these groups made a definite claim as to total membership. The DPO, which assimilated both these groups, was in the CIO briefly, but its affiliation "expired" on December 31, 1950. Its officials have refused to answer questions directed to them by Congressional investigating committees.

According to a story published in the "convention issue" of the Retail, Wholesale and Department Store Union's newspaper, the new organization will represent 140,000 members, 50,000 of whom will be from the DPO and 20,000 from the Playthings, Jewelry and Novelty Workers.

The new union will have two executive bodies. The largest of these is to be known as the international general council and will meet once a year. It will include the six executive officers named above, sixteen vice-presidents plus sixty-five general council members.

The second executive organ, which will meet three times a year, is called the executive board and is composed of the six executive officers and the sixteen vice-presidents. Between sessions of the general council this board will carry on the affairs of the union.

A new constitution has been written for the organization.

The new union is reportedly also seeking the affiliation of New York Local 1-S (Macy's), which is directly affiliated with the CIO, and Local 9 (Wanamaker's), independent. Both unions at one time were part of the old RWDSU-CIO.

JAMES J. BAMBRICK, JR.

GEORGE H. HAAS

Division of Personnel Administration

MANAGEMENT RECORD

¹ United States Dept. of Labor, *Directory of Labor Unions in the United States*, Bulletin No. 1127, p. 17.

Time Off with Pay

(Continued from page 261)

hours off with pay while others merely state "per state law." At the last compilation by the Board, twenty-six states had laws that covered voting. Nineteen of them call for no loss of pay for salaried employees who take time off to vote; seventeen have similar provisions for hourly employees. Ten states require that the employee request the time off.¹

The relative number of companies who grant paid time off on election day is less in this survey than in 1952. Differences in the sample of participating companies may account for this (see box for sample). Possibly the fact that 1952 was a presidential election year, while 1954 is not, has affected some companies' views on time off on election day.

PERSONAL TIME OFF

In general, paid time off for vacations and holidays has increased. Hourly workers now are closer to salaried workers in terms of amount of paid vacation and holidays they receive. Neither of these facts is true, however, in the case of time off with pay for personal reasons. Salaried workers get paid time off for marriage, illness in family, jury duty, etc. in far more companies than do hourly workers. The relative number of companies granting such time off to hourly employees shows little change during the past couple of years (see Chart 1).

¹ For complete discussion of state laws on voting time, see "Time Off With Pay," *Studies in Personnel Policy*, No. 180.

Table 4: Number of Paid Holidays Granted

Paid Holidays	Hourly Employees		Salaried Employees	
	No.	%	No.	%
Total companies	432	100.0	405	100.0
One holiday	2	.5	—	—
Two	1	.2	—	—
Three	3	.7	—	—
Four	2	.5	—	—
Five	13	3.0	8	2.0
Six	276	63.9	234	57.8
Six and one-half	1	.2	4	1.0
Seven	76	17.6	70	17.3
Seven and one-half	1	.2	2	.5
Eight	28	6.5	24	5.9
Eight and one-half	2	.5	3	0.7
Nine	6	1.4	10	2.5
Ten	2	.5	13	3.2
Ten and one-half	1	.2	1	.2
Eleven	5	1.2	20	4.9
Twelve	2	.5	3	.7
Thirteen	—	—	3	.7
No paid holidays	11	2.5	10	2.5

If a salaried worker receives a call for jury duty, for example, he loses no pay in four out of five reporting companies. Usually the salaried worker gets his regular salary plus any fees received while on jury duty. Hourly workers in a little more than one out of three of the companies also lose no pay for serving on a jury; but they are usually paid only the difference between their jury fees and regular wages. If an hourly worker has to appear in court as a trial witness, he loses pay in more than nine out of ten of the reporting companies. However, more than half of the companies pay salaried workers for such time lost.

Death in Family

Should death occur in the family of one of the salaried employees, about nine out of ten of the reporting companies would allow time off with pay—usually three days or whatever time is necessary. Only about one out of four would extend the same privilege to hourly employees.

For illness in the family, two-thirds of the companies allow the salaried employees some time off. Less than 10% of the companies extend this practice to hourly employees. Just about the same proportion of companies allow paid time off to visit doctors or dentists.

And if the salaried employee is to be married, about

Table 5: Pay for Holidays Falling on Saturdays or Nonscheduled Workdays Other than Sunday

Practice	Hourly Employees		Salaried Employees	
	No.	%	No.	%
Total companies	412	100.0	404	100.0
Employees given extra day's pay	184	44.7	43	10.6
Employees given alternate day off	93	22.6	105	26.0
Employees given either extra day or extra pay	12	2.9	5	1.2
Neither extra day nor pay	123	29.9	251	62.1

Table 6: Paid Time Off on Election Day

Practice	Hourly Employees		Salaried Employees	
	No.	%	No.	%
Total companies	438	100.0	445	100.0
Observe day as paid holiday	26	5.9	38*	8.5
Grant time off with pay	183	30.4	182	40.9
Less than 2 hours	14	3.2	17	3.8
2 hours	74	16.9	72	16.2
3 hours	3	.7	4	.9
4 hours or "half day"	11	2.5	13	2.9
5 hours	1	.2	1	.2
Necessary time	13	3.0	38	8.5
Per state law requirement	17	3.9	12	2.7
No data on amount of time	—	—	25	5.6
No paid time off granted	279	63.7	225	50.6

* In four companies, for presidential elections only.

Table 7: Personal Time Off

PAID TIME OFF FOR JURY DUTY				
Practice	Hourly Employees		Salaried Employees	
	No.	%	No.	%
Total companies	428	100.0	436	100.0
Allowed time off with pay	152	35.5	342	78.4
Receives regular earnings in addition to jury fees	39 ^a	9.1	209 ^a	47.9
Receives difference between company pay and jury fees	113	26.4	133	30.5
No pay for time off—jury fees only	276	64.5	94	21.6

PAID TIME OFF WHEN CALLED AS TRIAL WITNESS				
Total companies	417	100.0	389	100.0
Allowed time off with pay	33	7.9	223	58.6
2 hours	1	.2	—	—
4 hours	—	—	1	.3
1 day	—	—	6	1.5
2 days	2	.5	1	.3
3 days	—	—	1	.3
"Less than 5 days"	—	—	1	.3
5 days	—	—	3 ^b	.8
7 days	1	.2	—	—
As required	17	4.1	108	27.8
Varies—no set practice	10	2.4	91	23.4
Part of sick leave allowance	—	—	2	.5
Part of over-all personal leave allowance	2	.5	14	3.6
No time off with pay	384	92.1	161	41.4

PAID TIME OFF FOR DEATH IN FAMILY				
Total companies	433	100.0	378	100.0
Allowed time off with pay	118	27.3	332	87.8
1 day	3	.7	7	1.9
1-3 days	—	—	1	.3
1-5 days	—	—	1	.3
2 days	7	1.6	12	3.2
2-3 days	—	—	1	.3
3 days	76	17.6	79	20.9
3-4 days	—	—	1	.3
3-5 days	1	.2	1	.3
3-6 days	1	.2	1	.3
4 days	3	.7	3	.8
5 days	2	.5	18	4.8
As required	9	2.1	94	24.9
Varies—no set practice	12	2.8	94	24.9
Part of sick leave allowance	1	.2	5	1.3
Part of over-all personal leave allowance	3	.7	14	3.7
No time off with pay	315	72.7	46	12.2

PAID TIME OFF FOR ILLNESS IN FAMILY				
Practice	Hourly Employees		Salaried Employees	
	No.	%	No.	%
Total companies	421	100.0	398	100.0
Allow time off with pay	29	6.9	259	65.1
1 day	—	—	6	1.5
1-3 days	—	—	2	.5
2 days	—	—	4	1.0
3 days	3	.7	13	3.3
5 days	1	.2	12	3.0
10 days	1 ^c	.2	3 ^c	.8
As required	8	1.9	90	22.6
Varies—no set practice	13	3.1	104	26.1
Part of sick leave allowance	—	—	8	2.0
Part of over-all personal leave allowance	3	.7	17	4.3
No time off with pay	392	93.1	139	34.9

PAID TIME OFF FOR MEDICAL APPOINTMENTS				
Total companies	423	100.0	386	100.0
Allowed time off with pay	35	8.3	258	66.8
2 or 3 hours	2	.5	5	1.3
Half day	—	—	7	1.8
1 day	3	.7	13	3.4
2 days	1	.2	2	.5
3 days	—	—	3	.8
5 days	—	—	2 ^a	.5
As required	14	3.3	111	28.8
Varies—no set practice	11	2.6	90	23.3
Part of sick leave allowance	2	.5	11	2.8
Part of over-all personal leave allowance	2	.5	14	3.6
No time off with pay	388	91.7	128	33.2

PAID TIME OFF FOR MARRIAGE OF EMPLOYEE				
Total companies	424	100.0	413	100.0
Allowed time off with pay	23	5.4	216	52.3
½ day	—	—	1	.2
1 day	4	.9	24	5.8
1-3 days	—	—	1	.2
2 days	1	.2	7 ^a	1.7
2-3 days	—	—	1	.2
3 days	1	.2	6	1.5
3-5 days	—	—	1	.2
5 days	4	.9	15 ^c	3.6
7 days	—	—	1	.2
2 weeks	—	—	1	.2
As required	—	—	62	15.0
Varies—no set pattern	12	2.8	76	18.4
Part of sickness allowance	—	—	3	.7
Part of over-all personal leave allowance	1	.2	17	4.1
No time off with pay	401	94.6	197	47.7

^a One company grants maximum of 10 days' pay in two-year period.

^b In one company, allowance is for employees with at least 5 years' service; lesser service employees allowed 1 day.

^c In one company, 10 days with two-thirds pay.

^a In one company, only for employees with 5 years' service; employees with less than 5 years receive 1 day.

^b In one company, only for female employees.

^c In one company, only for employees with 5 years' service; employees with less than 5 years receive 1 day.

half the companies will allow him or her anywhere from one-half day to two weeks off with pay. Only one out of twenty companies allow paid time off to hourly employees who are about to become married. And none grant more than five days (see Table 7).

Rather than specify number of days or hours for each type of personal absence, a few companies have established a blanket time-off allowance that salaried employees may draw upon. Among the reporting companies, seventeen have set up over-all annual allowances as follows:

<i>Over-all Allowance</i>	<i>No. of Companies</i>
1 day	1
5 days	3
6 days	2
9 days	1
12 days	1
2 weeks or 10 days	2
20 days	2
15 - 30 days	1
40 hours	2
8 hours in 4 weeks	1
4 hours per month	1
Total.....	17

REST PERIODS

Total time off with pay allowed an employee jumps appreciably when rest periods are added. Two ten-minute rest periods per workday is roughly equivalent to two weeks off per year; two fifteen-minute rest periods actually add up to more than three weeks per year.

Among companies reporting on the practices for first or regular shifts, more than half have rest periods for male hourly workers; almost two-thirds provide rest periods for women hourly workers. Most frequently, two ten-minute breaks are scheduled. Many companies, however, give only one ten minute rest period, while a couple give as many as five or seven five-minute breaks during the shift (see Table 8). For salaried employees, too, ten minutes in the morning and ten minutes in the afternoon is the practice reported most frequently by the companies surveyed. But a larger proportion of the companies grant fifteen-minute rest periods to salaried employees than to hourly (see Table 9).

In a sense, the rest period practices reported by the participating companies cannot be viewed as a complete picture of the prevalence of the practice. Rest periods—or coffee breaks—are instituted for a variety of reasons. In some companies, the restrictive nature of the work performed makes it necessary to declare formal breaks so that employees can leave their work stations. In other companies, the rest period may have been set up primarily as a device to increase efficiency. Or the company may have established the formal rest period to control frequent informal breaks that added

Table 8: Rest Periods for Hourly Employees

Practice	1st Shift		2nd Shift		3rd Shift	
	No.	%	No.	%	No.	%
<i>Hourly male employees</i>						
Total companies	396	100.0	339	100.0	281	100.0
Have daily rest period:	221	55.8	169	49.9	118	42.0
5 minutes	3	0.8	3	0.9	3	1.1
10 minutes	43	10.9	30	8.8	18	6.4
12 minutes	4	1.0	3	0.9	1	0.4
15 minutes	14	3.5	10	2.9	5	1.8
20 minutes	93	23.5	70	20.6	44	15.7
25 minutes	7	1.8	5	1.5	2	0.7
30 minutes	23	5.8	15	4.4	12	4.3
35 minutes	1	0.3	1	0.3	1	0.4
40 minutes	2	0.5	2	0.6	1	0.4
60 minutes	1	0.3	1	0.3	1	0.4
20% personal time	1	0.3	1	0.3	—	—
Informal	29	7.3	28	8.3	30	10.7
No paid rest period	175	44.2	170	50.1	163	58.0
<i>Hourly female employees</i>						
Total companies	358	100.0	273	100.0	217	100.0
Have daily rest period:	233	65.1	154	56.4	104	47.9
5 minutes	2	0.6	2	0.7	2	0.9
10 minutes	35	9.8	23	8.4	11	5.1
12 minutes	3	0.8	3	1.1	1	0.5
15 minutes	9	2.5	4	1.5	2	0.9
20 minutes	101	28.2	65	23.8	44	20.3
25 minutes	9	2.5	6	2.2	2	0.9
30 minutes	41	11.5	20	7.3	12	5.5
35 minutes	1	0.3	1	0.4	1	0.5
40 minutes	3	0.8	1	0.4	—	—
Informal	29	8.1	29	10.6	29	13.4
No paid rest period	125	34.9	119	43.6	113	52.1

Table 9: Rest Periods for Salaried Employees

Practice	Male		Female	
	No.	%	No.	%
Total companies	386	100.0	359	100.0
Have daily rest period:	191	49.5	223	62.1
10 minutes	19	4.9	17	4.7
12 minutes	1	0.3	1	.3
14 minutes	1	0.3	1	.3
15 minutes	9	2.3	9	2.5
20 minutes	60	15.5	80	22.3
25 minutes	5	1.3	7	1.9
30 minutes	43	11.1	65	18.1
40 minutes	2	0.5	4	1.1
60 minutes	1	0.3	3	.8
Informal	50	13.0	36	10.0
No rest period stipulated	195	50.5	136	37.9

up to more than twenty or thirty minutes per person per day. Still other companies have no formal or even informal rest periods. The work performed may be such that the employee has intermittent periods of "idleness." Or the rate set for an incentive job allows for fatigue or rest time. For these reasons, the consensus among personnel men is that "rest periods" are far more widespread than is indicated by a tabulation of practices regarding it.

Table 10: Distribution of Companies in Surveys

Companies	1954		1952	
Total	447	100.0	218	100.0
<i>By industry</i>				
Manufacturing	388	86.8	166	76.4
Aircraft	10	2.2	4	1.8
Automotive equipment	29	6.5	5	2.3
Building materials	26	5.8	11	5.0
Chemicals	21	4.7	15	6.9
Electrical products	30	6.7	16	7.3
Food and beverages	28	6.3	10	4.6
Leather and leather products	15	3.4	12	5.5
Machinery (except electrical)	40	8.9	6	2.8
Metals and metal products	61	13.6	16	7.3
Petroleum	10	2.2	4	1.8
Professional and scientific instruments	7	1.6	6	2.8
Printing and publishing	13	2.9	3	1.4
Pulp, paper and paper products	32	7.2	10	4.6
Rubber	6	1.3	16	7.3
Stone, clay and glass	10	2.2	6	2.8
Textiles	32	7.2	17	7.8
Other	18	4.0	9	4.1
Nonmanufacturing	59	13.2	52	23.9
<i>By size</i>				
less than 250 employees	62	13.9	45	20.6
250-499	80	17.9	43	19.7
500-999	113	25.3	46	21.1
1000-4,999	161	36.0	59	27.1
more than 5,000	31	6.9	25	11.5

RELATIONSHIP TO TOTAL PAY

Adding up total time off for the hourly worker with five years' service leads to the conclusion that, in most of the companies surveyed, he averages about two paid hours off per week. An unfortunate result of this—or any other presentation of prevailing practices—is the implication that companies with less time off are behind the times. This isn't necessarily so. As most companies have come to realize, total compensation to an employee includes many types of pay supplements. Time off with pay is just one segment—although a large segment—of the over-all fringe package. Some companies prefer to build up their pay supplements through bonuses; others emphasize the health and security benefits. One company may have no paid va-

cation at all but grant a year-end bonus equivalent to the vacation pay of most other companies. Another may give ten paid holidays but have no provision for life insurance. Comparisons of pay supplements, companies have learned, must be based on an over-all look at all the elements in the fringe pay package. The variety of paid supplements and their prevalence in the fringe packages of 397 manufacturing companies are shown in Chart 2.¹

HAROLD STIEGLITZ

Division of Personnel Administration

¹For an over-all look at the complete supplemental pay practices of 444 companies, see "Fringe Benefit Packages," *Studies in Personnel Policy*, No. 143. Data on time off with pay are based on practices reported in that study.

Welfare Funds

(Continued from page 263)

Now, I could digress and talk about strikes and the ability of the employer to face them today compared to what he could do many years ago, but that would take too much time. I might say, incidentally, that he is a little bit more helpless today than he used to be.

During World War II, wages were frozen, most of our plants were engaged in war work, the government was paying the bill and, in lieu of increases in wages, it was easy for the employer to grant the demands of labor for the fringe benefits which they now have. In other words, today we buy our peace.

In many ways employers have an obligation to make these welfare programs operate in an effective manner; in addition to having an expert insurance consultant, each fund should obtain the services of a good attorney, as well as those of a certified public accountant.

If we fail to operate these funds in an honest and effective way, we are inviting government encroachment in still another area of our lives.

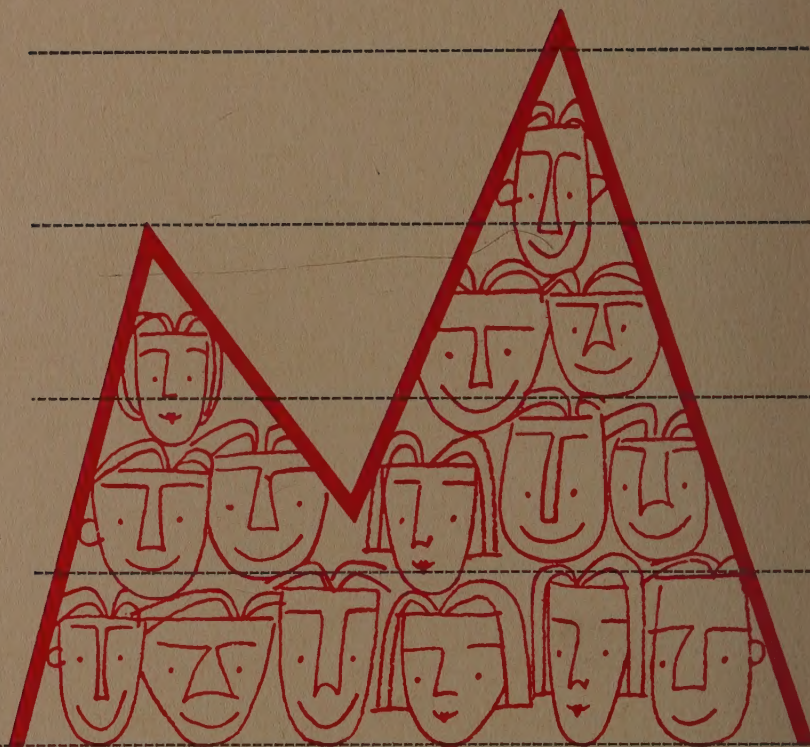
STUDIES IN BUSINESS POLICY

PUBLISHED BY
THE CONFERENCE BOARD

247 Park Avenue, New York 17, N. Y.

- No. 66—Financial Management of Pension Trusts
- No. 65—Managing Company Airplanes
- No. 64—Industrial Security:—II. Plant Guard Handbook
- No. 63—The Corporate Directorship
- No. 62—Controlling Capital Expenditures
- No. 61—Techniques of Plant Location
- No. 60—Industrial Security:—I. Combating Subversion and Sabotage
- No. 59—Trends in Industrial Location
- No. 58—Budgeting Expenses in Small Companies
- No. 57—New Product Development:—II. Research and Engineering
- No. 56—The Duties of Financial Executives
- No. 55—Protecting Personnel in Wartime
- No. 54—Getting Defense Contracts
- No. 53—Damage Control in Wartime
- No. 52—Measuring Dealer and Consumer Inventories
- No. 51—Protecting Records in Wartime
- No. 50—Military Inspection in Industry
- No. 49—Company Policies on Donations:—II. Written Statements of Policy
- No. 48—Training Dealers
- No. 47—Handling Higher Replacement Costs
- No. 46—Mobilizing for Atomic War
- No. 45—Industrial Traffic Departments
- No. 44—Renegotiation in Peace and War
- No. 43—Stockholder Relations
- No. 42—Dealer Margins
- No. 41—Cutting Costs in Industry:—III. Distribution Costs
- No. 40—New Product Development:—I. Selection—Coordination—Financing
- No. 39—Corporate Legal Departments
- No. 38—Cutting Costs in Industry:—II. Administrative and Home Office Costs
- No. 37—Cutting Costs in Industry:—I. Factory Costs
- No. 36—Quality Control—Methods and Company Plans
- No. 35—Industrial Mobilization Planning
- No. 34—Industry Cooperation with Education
- No. 33—Purchasing for Industry
- No. 32—Executive Compensation in Thirty-nine Industries
- No. 31—Measuring Sales Performance
- No. 30—Decentralization in Industry
- No. 29—Organization for Importing
- No. 28—Sales Organization and Compensation of Sales Executives
- No. 27—Replacement Costs and Depreciation Policy
- No. 26—Industry's Terms and Conditions of Sale
- No. 25—Forecasting Sales
- No. 24—Keeping Corporate Directors Informed
- No. 23—Organization for Exporting
- No. 22—Industrial Standardization:—Company Organization, Practices and Procedures
- No. 21—The Small Order—Asset or Liability?
- No. 20—Industry's Community Relations
- No. 19—Organization for Market Research:—Part II. Operating Methods and Company Plans
- No. 18—Organization Standards and Practices
- No. 17—Price Protection in Contracts
- No. 16—Compensation and Duties of Corporate Directors
- No. 14—Industry-sponsored Research at Universities
- No. 11—Creating Good Will for the "Hidden Product"
- No. 9—Tax Relief under Section 722
- No. 7—Company Policies on Donations—I
- No. 3—Rebuilding Industry's Sales Organizations

Every
company
merit-
rates
but



some

do it

systematically

Every time a company makes a decision about who will be promoted, or transferred, or laid off, merit rating is involved. It's just that in some companies these decisions are made without any formal plan, so nobody thinks of it as merit rating. This might be called the "crisis" method of running a company. The decisions may or may not be fair; and they may or may not be based on factual information.

Many companies reject this hit-or-miss method. They believe it is better to keep tabs on all employees as a regular periodic procedure. They list the things which they consider most important to job success, and then ask their supervisors to rate how well each of their workers stacks up on these criteria. That's what a merit rating plan is, basically.

"Appraisal of Job Performance" is the Board's up-to-date study on this subject. The report is divided into two parts: there are sixteen pages of information about the fundamentals of merit rating; then forty pages of case studies show how nine companies actually rate. Unless your company is completely satisfied with its merit rating, this report may be most valuable in initiating such a plan or revising the plan already in use.

"APPRAISAL OF JOB PERFORMANCE"

STUDIES IN PERSONNEL POLICY, NO. 121